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# ADVERTISING AND SELLING



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ADVERTISING  
AND SELLING



# ADVERTISING AND SELLING

*By 150 Advertising and Sales  
Executives*

EDITED BY  
NOBLE T. PRAIGG



PUBLISHED BY  
DOUBLEDAY, PAGE & COMPANY  
FOR  
THE ASSOCIATED ADVERTISING CLUBS  
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1923



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Digests of the Leading Addresses at the 19th International Convention of the Associated Advertising Clubs of the World, Held in Atlantic City, New Jersey, June 3 to 7, 1923.

Embracing the General Sessions and Twenty-One Departmental Meetings and Conferences as follows: Advertising Specialty Association, Agricultural Publishers' Association, American Association of Advertising Agencies, American Photo-Engravers' Association, Associated Retail Advertisers, Church Advertising Department, Community Advertising Department, Direct Mail Advertising Association, Directory and Reference Media Department, Financial Advertisers' Association, Industrial Advertisers' Association, National Association of Theater Program Publishers, Poster Advertising Association, Public Utilities Advertising Association, Screen Advertisers' Association, Women's Conference, Educational Conference, National Association of Teachers of Advertising, School and Student Market Association Conference, Insurance Advertising Conference, Conference of National Association of Sales Managers.



## FOREWORD

**M**EN and women travel around the world to attend the annual conventions of the Associated Advertising Clubs of the World, and yet the delegate from Brisbane, Australia, who attended the great gathering of advertising and sales executives at Atlantic City in 1923, did not obtain—could not possibly obtain—the wealth of information and inspiration which is available to the reader of this volume because he could not divide himself into twenty or thirty parts and attend twenty or thirty simultaneous departmental or divisional sessions.

The publication of an annual book, dealing in the high lights of the great world conventions of advertising, is the outgrowth of a widespread popular demand among business executives to have a concise permanent record of the dominating thoughts, ideas, plans, suggestions, and experiences of such leaders in advertising and sales activities as are invited to participate in the many programs of the annual conventions.

For years the Association, despite this popular demand, hesitated about the publication of such a book, fearing it might fail to reflect the bigness, breadth, and depth of these great gatherings, but under the skillful attention of Mr. Praigg, who has edited this and previous volumes, the book has met with quite general commendation and has without doubt served a most useful purpose.

All of us want to know, "How does the other fellow do it?" This book tells.

ASSOCIATED ADVERTISING CLUBS OF THE WORLD.

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## ADVERTISING AND SELLING



## I

### HOW ADVERTISING TOUCHES ALL HUMAN INTERESTS

*Speakers at Atlantic City advertising convention allot to advertising a conspicuous place in economic and social affairs—Its influence on the future of agriculture—How advertising can assist in creating a new world readjustment—Public health advantages to be gained through advertising—Government, commerce, and business aspects of advertising force—How advertising is viewed in overseas countries.*

#### HOW INTERESTS OF BUSINESS AND GOVERNMENT INTERLOCK

BY A. C. BEDFORD

*Chairman of the Board, Standard Oil Co. of New Jersey*

ADVERTISING men are the interpreters to the American consuming public—indeed, to the reading public of the world—of the commodities made and sold, and of the practices pursued by the individual business enterprises of the world. They have it in their power to bring constantly to the attention of the people the fact that the efficiency of their companies and the excellence of their products and the reasonableness of their prices is due in large measure to the free play of individual enterprise and activity which has from the very beginning been the very characteristic feature of American business and American prosperity. They have power to bring by precept and example concrete illustrations before the people of what would be involved in a fundamental departure from the time-honored policy of our Government in allowing the utmost freedom to legitimate business enterprise.

The world over, there is a reaction against the claims, the criticisms, and the illusions of Socialism and against the assumption by the State of the rights of the individual. It is seen that only private industry can ensure the initiative and driving force



necessary to pull the world out of the slough into which the war and its consequences have cast it. It is recognized that private industry, over the greater part of the field of human activity, has incomparable advantages. Private industry, first of all, must meet the remorseless test of trial balances. Private industry tries and sifts and selects human capacity, and makes it reasonably sure that each task will fall to the man who has the capacity to carry it through. Private industry meets the needs of the world as they arise and develop.

An American friend of mine who has just returned from Italy, in a conversation with Signor Mussolini, asked the Italian statesman why he had ceased to be a Socialist. Mussolini called attention to the fact that he himself had for ten years been one of the leading Socialists of Italy and then said:

My observations during the war showed me that Socialism was not constructive, that dependence upon the initiative and enterprise of the State was placing one's faith in sterility and inertia.

I then studied what was going on in Russia and I found there that in the logical development of Socialism and dependence upon the State everything led to a complete break-down of society. I then saw that the only hope of the world was by reliance upon personal initiative and individual enterprise.

While I believe that business should have freedom to grow and prosper, I freely agree that the Government has certain proper functions of supervision and regulation. It has the right to insist upon adequate publicity, it has the right to prevent unfair trade practices, it has the right to prevent injustice, but its functions of regulation do not properly extend to the imposition of the business discretion of government officials against the judgment of those experienced in the business. Nor do they extend to the right to impose indirect confiscation of property.

All men are impressed with the difficulties and complexities of modern life. We observe many conditions which we think ought to be different. If we drive a motor car and see the retail price of gasoline 28 cents and find that a good many oil companies appear to be making money, some of us cannot understand why the price of gasoline might just as well not be 20 cents or less. And some of us appear to be quite ready to follow the first politician who thinks this salutary result can be accom-

plished by government intervention. Some of us may feel the same way about sugar; others about coal. A few years ago the whole nation seemed to feel that passengers should be able to ride on the railroads at 2 cents a mile. We have got over that and we now realize that 3 cents a mile is not an unreasonable sum to pay for railroad transportation. But above all things, we know that mere action of the Government cannot give us satisfactory transportation at 2 cents a mile nor can it be done unless economic conditions justify it.

Hardly a day passes but some suggestion is made that the scope of government authority be widened and the power of the Government to interfere with the normal operation of business be enlarged. And yet this is no novel state of the public mind. I read a few days ago a brilliant essay by the great philosopher, Herbert Spencer, published in the *Westminster Review* of London in July, 1853, almost exactly seventy years ago. In that remarkable essay entitled "Over-Legislation," which sounds almost as if it were written concerning conditions to-day, Mr. Spencer said:

... Though we have ceased to assume the infallibility of our theological beliefs and so ceased to enact them we have not ceased to enact hosts of other beliefs of an equally doubtful kind. Though we no longer presume to coerce men for their spiritual good, we still think ourselves called upon to coerce them for their material good: not seeing that the one is as useless and as unwarrantable as the other. Innumerable failures seem, so far, powerless to teach this. Take up a daily paper and you will probably find a leader exposing the corruption, negligence, or mismanagement of some State-department. Cast your eye down the next column, and it is not unlikely that you will read proposals for an extension of State-supervision.

Thus, while every day chronicles a failure, there every day reappears the belief that it needs but an Act of Parliament and a staff of officers to effect any end desired. Nowhere is the perennial faith of mankind better seen. Ever since society existed Disappointment has been preaching—"Put not your trust in legislation"; and yet the trust in legislation seems scarcely diminished.

That such a comment as the foregoing by so keen an observer and profound a philosopher as Herbert Spencer should have been written seventy years ago seems little less than startling in the light of much of present-day public sentiment. It certainly has significance for us to-day.

There is on foot in this country a frankly declared movement to impose drastic government control over many of our busi-



nesses dealing with fundamental commodities. Perhaps no business is more in the public mind than the petroleum industry, with which I am particularly associated. I feel, therefore, that I can be more specific if I discuss this general problem with you in its relation to the industry with which I am most familiar. And I trust you will feel that I am not so much making a plea in behalf of any one company or interest as I am in behalf of sound practice and the promotion of American business prosperity in every direction.

On the subject of the growth of the oil industry I can speak without being open to any possible suspicion of self-interest, for in the aggregate that growth has been in greater proportion than the growth of the unit of the industry with which I have been identified. That growth has been misunderstood because it has not been a growth in the ordinary sense. It has been a recreation rather than an evolution. Perhaps the easiest method of comprehending the fact that in reality a new industry has been created since about 1906 is to consider what the present status of the industry would be if kerosene had remained the principal product.

In 1906 the petroleum industry, with combined assets not exceeding three quarters of a billion dollars, existed primarily to supply the world with 33,000,000 barrels, forty-two gallons to the barrel, of kerosene principally for use in kerosene lamps, which lamps themselves represented an investment by the public of a few million dollars. Suppose that there had been no internal combustion engine, no motor car, no motor launch, no airplane. The petroleum industry would be still practically in the kerosene business.

In the year 1922 it produced 55,000,000 barrels of kerosene, which was sufficient for all needs, so that if the industry had been called upon to increase its facilities and its output to supply the kerosene market it would have been but a turbid backwater in the rushing flood of American commerce.

Instead of that, what happened? The petroleum industry of the gasoline age is no more the petroleum industry of the kerosene age than the great automobile industry of this country is the multiplication of the old village wheelwright laboriously fashioning a democrat wagon. In 1922 the petroleum industry, with combined assets ten times those of 1906, existed pri-

marily to supply the world with approximately 150,000,000 barrels of gasoline per annum largely for use in motor vehicles, representing an investment of between ten and twelve billion dollars. In reality a new business has been born in the period referred to, the capital and facilities required for which have been such as to furnish no adequate comparison with the capital and facilities required for the old industry.

The extraordinary—violent, if you like—change that has been wrought in the industry by the development of the internal combustion engine in a very few years has required a multiplying of capacity and financing so enormous that neither the public nor the industry itself has been able fully to comprehend just what has occurred.

If in 1906 one could have foreseen such a transformation in the petroleum industry it would have been apparent that the creation of the production, refining, and other facilities necessary to meet the requirements of the new markets for petroleum products would have been infinitely beyond the power of the major companies then in business to finance. A new competition, quite irrespective of the vigorous growth and expansion of the then existing companies, was inevitable.

And that is what has occurred.

With all this expansion the oil industry remains essentially a free industry. Its very nature prevents monopolization or group control. No man knows to-day where oil will be found tomorrow or in what quantity. No man or group of men can restrain another from seeking oil in the earth, nor, having found it, can they restrict or augment its flow.

The expansion has come about, not through excessive profits, but because of the production and the application to a myriad of new uses of the petroleum deposits of this and other countries. In 1922 the United States supplied 62 per cent. of the world's production of crude petroleum.

The industry has flourished because conditions of free competition have obtained, and because it has experienced a long period of almost uninterrupted and unexampled growth in the markets for petroleum products.

As there can be no control over production, so there can be no group control over prices. The controlling factor in the determination of price is the fundamental law of supply and



demand. In no other industry does this fundamental law operate so relentlessly.

The very nature of the industry precludes any artificial price-fixing agency. The road the industry has traveled is strewn with the bones of those who have endeavored to run contrary to this natural law.

Beset with natural difficulties incident to no other calling, and confronted with hazards more analogous to a game of chance than to the average commercial enterprise, the petroleum industry has been blessed in one respect. The development of no industry either in the United States or anywhere that I know of has afforded freer play to the initiative and the resourcefulness of American enterprise than has the petroleum industry.

The development of the oil industry has been left to those willing to engage in it and, free from either patronage or undue restraint, it has become as a factor in the commercial life of the nation perhaps second only to the railroads. It promises even to outstrip the railroads, and for what reason? Because the railroads have been subject to government control and regulations from which the petroleum industry has been fortunately relatively free.

The petroleum industry during the war period, under official supervision, was wisely permitted to function according to the wisdom and experience of its own administrators, with the result that it is happily not in the plight of the railroads, and, what is more important, it is in a position to afford the maximum of service and value to the state. It was a creed which I personally fervently proclaimed that the industry should be permitted to govern itself within due and proper limits and that the government should do for it the things which it could not do for itself, and that creed is just as appropriate to-day as it was during the war.

The appeal for less interference by governments in business is not a movement toward reaction, nor an effort to restore any conditions which modern business ethics have shown not to be in the public interest and for the social welfare. Business must be conducted upon an ever higher basis, but the fundamental point is that the business discretion of men trained to practise in their profession should not be over-ridden by the executive judgment of government officials. Nor should governments

seek to interfere with the normal operations of supply and demand. Any such effort inevitably defeats itself.

Governments should lay down the rules which ensure fair play and equal opportunity in the conduct of business, but governments should not attempt to direct the conduct of business itself. The umpires in a baseball game are there to see that the rules are enforced; but they do not attempt to say what should be the batting order of the teams or whether a team shall make four runs, or none, in a specific inning; nor do the umpires attempt to tell a losing team what pinch hitters shall be sent to bat to obtain victory. Is there not a suggestion here which could well be applied to the relationship government should assume to business?

American business is seriously threatened if many of the proposals now being agitated should be enacted into law. Let us go before the people with the facts, relying as we must upon the old-fashioned doctrine that if we know the truth, the truth shall make us free.

#### MARKETING FOR 70,000 PRODUCERS

BY STANLEY Q. GRADY

*Director of Sales and Advertising, Dairymen's League Coöperative Association, New York*

IN THE effort to solve his problem as one of the most underpaid of all primary producers, the farmer first sought the assistance of collective bargaining. But now he has discovered that he must become a merchandiser if he is to create a demand for his commodity equal to his increasing supply. Coöperative marketing is becoming an established fact and the Dairymen's League of New York is attaining results which give large promise to the future of this principle.

Coöperative marketing has been practised in Switzerland for nearly three hundred years, but only in the last decade has it reached large proportions in this country. Coöperative companies in America in the past year did an aggregate business of more than a thousand million dollars; in California alone, twenty coöperatives did an aggregate of approximately two hundred millions.

Out of California, Sunkist oranges, Sun-Maid raisins, and



Sunsweet prunes have become household words throughout America. These three companies have annual turnovers of fifty-four, forty-five, and twenty million dollars respectively. The three associations represent thirty-two thousand individual farmers operating nearly 650,000 acres of land. In the West coöperative marketing is an established institution; in the East it is spreading rapidly. Approximately one hundred coöperatives have been organized in the last few years in the United States. Already the peanut, rice, cotton, and potato growers have got together. The tobacco producers have formed five great coöperatives, and the potential results of these vast industries are almost beyond comprehension.

The Dairymen's League of New York, composed of 70,000 members and owning a million cows, has an annual turnover of nearly \$100,000,000 and is already one of the young giants of the business world. It is now emerging from a successful record of collective bargaining to real coöperative merchandising, and its results in the heart of America's metropolis are under the closest scrutiny.

The relation of coöperative marketing to advertising may be best illustrated by the story of two of the largest coöperatives:

The Sun-Maid Raisin Growers first organized about twelve years ago because their vineyards were not yielding a return anywhere near the cost of production. First, by collective bargaining with speculative packers they succeeded in getting a more reasonable price for their raisins; but they soon realized they must eliminate the speculator and pack their goods themselves if they were to receive any real return for their efforts. And to-day the great glass-walled Sun-Maid plant at Fresno is a monument of their success. It is not only the largest, but the most sanitary and mechanically efficient dried fruit packing house in the world, because hand in hand with a coöperative's entrance into the field of production must come advertising, and with advertising must come a standardized quality. The Raisin Growers looked this squarely in the face, and their thirty-six plants are models of sanitation and mechanical efficiency.

The Raisin Growers, however, did not solve their problem when they eliminated the speculative packer. They still had a production which was considerably in excess of consumption, so they began scientifically to market their product. Their first

advertising campaign was a very modest one—\$100,000. Since that time it has grown to approximately two million dollars, and by means of educational copy not only have the people of the United States been shown the food value of raisins, but many delectable dishes and confections have been introduced and come into general use. Raisin bread alone consumes nearly sixty million pounds. Better marketing facilities have increased the per capita consumption of the United States over 300 per cent. which is a mighty good example of what happens when the coöperative problem receives the impact of the farmers' collective dollar.

Two instances show where coöperative marketing saved the Raisin Growers from tremendous losses, which they would have unquestionably sustained if they were operating individually. Prior to the great break of commodity markets in 1920, raisin prices had become so high that consumers had ceased their large volume of purchases. Sun-Maid raisins were practically stagnant in wholesalers' stocks and on the retailers' shelves. The Raisin Growers had some thirty thousand tons of raisins still unsold in Fresno, in addition to tens of thousands of tons in jobbers' warehouses. Their sales agents informed them that the only solution was to cut the price in half, but to have broken the market to that extent would have ruined many jobbers who were already badly crippled by falling prices of staples, and would have ruined many vineyardists who had produced on high-priced land with the high cost of labor. They felt prices could be made to subside and not smash—and they proved it.

At this time I became actively interested in the Association as Director of Sales and Advertising. We changed our sales system from brokers to our own direct sales organization. We opened sixteen offices at the sixteen great gateways of the United States, and placed a sales manager of national importance in charge of each. Each office was composed of a complete equipment in personnel: wholesale salesmen, retail specialty salesmen, demonstrators, and window dressers. This organization was completed in four months, and the Raisin Growers launched the greatest advertising campaign in their history, which included a national showing of billboards, and three hundred newspapers carried copy for sixteen weeks, during which time the growers spent a half million dollars. Twenty-



eight leading magazines carried color advertisements, and the five-cent package of raisins was introduced, which practically amounted to sampling the American public at their own expense. Each package was a miniature of the pound carton, and 400,000,000 packets were sold in four months. During the start of this campaign the growers had the courage to accept cancellations of 20,000 tons to hold the market, but they kept faith with their customers, held the price, and saved themselves a loss which probably would have amounted to seven or eight million dollars.

The net result of this was a reawakening of the public's interest in raisins. Two hundred and fifty salesmen told the Raisin Growers' story to more than 300,000 retailers over the United States. By means of master-baker salesmen bakers were instructed how to make better raisin bread and cake. Window dressers and demonstrators focused the buying public's attention on the stores carrying the Sun-Maid brand. The public was made raisin conscious and then shown where it could purchase the goods. The salesmen, through their coöperation as direct representatives of the farmers, rebuilt the confidence of wholesalers throughout the United States by unloading their stocks, failure was turned into success, and the carry over of 50,000 tons was sold before the new crop was available. Where else could this have been possible except where thousands of farmers footed the expense of an enterprise in which they had to succeed, for failure meant ruin. Some of the best authorities in the United States said it couldn't be done, but the farmers did it.

One other instance of the power and results of coöperative merchandising is when the Raisin Growers entered the export field and won the British market for the Sun-Maid Growers in one of the quickest campaigns ever held in England. An attempted boycott was answered by full front-page advertisements in all the big English newspapers. Sun-Maid raisin posters appeared simultaneously on hoardings, buses, tram-cars, freight trucks, and subway stations. We opened seven thousand retail accounts the first four weeks before the campaign started; then the jobbers had to come in, for the consuming demand forced them to handle Sun-Maid, and the growers sold nearly 20,000 tons in Great Britain in 1922.

In New York state the Dairymen's League is perhaps the best example of coöperative marketing in its purest form. The farmers of what is known as the New York milk shed, or that territory that supplies the milk for the great Metropolitan area of New York, have banded themselves together for the better merchandising of their product. This territory comprises in addition to the state of New York, northern Pennsylvania, northern New Jersey, western Connecticut, southern Massachusetts, and Vermont.

The League, after passing through several stages of coöperation, came to its present stage less than three years ago. To get a conception of the magnitude and scope of this operation, visualize a territory wherein lies 20 per cent. of the total population of the United States. Visualize a million cows, owned by 70,000 dairymen, grazing over the only territory which can supply Metropolitan New York, and remember that New York City must have every day more than 3,000,000 quarts of milk, or nearly a billion quarts a month.

At the flush periods of production, in the days before the League was formed, New York dealers would break the market by bringing in milk from more distant points than would normally ship to the city. In other words, the farmer was forced to dump his surplus just at a period when it should have been most profitable to him.

The condition which has existed recently in cotton, tobacco, wheat, and potatoes will continue to exist so long as farmers have to dump rather than merchandise. The Dairymen's League, realizing that a constant supply consistent with the actual consumption must at all times be maintained, introduced a pooling plan.

By taking all the milk of all their members and supplying city markets that which they required, they maintained a fair price in those markets even in the flush periods, and instead of dumping the surplus, which would demoralize prices, they retained all that was not needed and directed it to the channels manufacturing surplus milk into evaporated milk, condensed milk, butter, and cheese. Now, these by-products are not nearly so profitable as fluid milk, and no individual farmer would care to dispose of his product in any one of these channels while there was a possibility of selling it for fluid purposes. But



the League's plan solves this problem by making a common pool of all the milk and selling it all to the best advantage possible, as much into each of the by-products as that by-product can absorb profitably; then taking the total return of all the milk and dispersing it pro rata to the farmers every month according to the amount of milk that individual farmer has delivered to the pool. In this way each farmer bears his own burden of the surplus; each gets his share of the high prices of fluid milk, and each profits by the advantage of sane marketing rather than dumping surplus where it is not needed and can only have a demoralizing effect on prices.

The entire financing has been done by the farmers themselves. By subtracting from each month's milk check ten to twenty cents for every hundredweight of milk delivered, they have been able not only to finance their business, but to take care of the natural expansion necessary to their industry without having to apply to the banks for a dollar's worth of assistance—an enviable record for three years.

They soon realized, however, that collective bargaining was in itself inadequate. Prices sufficiently high to give them a reasonable return swelled as they were passed through middlemen, until it placed too heavy a burden on the commodity. They realized they would have to eliminate some of the middlemen and absorb a part of the profits of distribution. In order to get an adequate return without overcharging the consumer, they would have to manufacture and sell a large part of their production themselves.

To-day they have more than one hundred and twenty plants scattered over the milk shed, and concentrate, pasteurize, and ship direct. In New York they are maintaining a large distributing center, which carries their milk direct to the retail stores. Throughout their territory they are operating cheese and butter factories and condensing and evaporating plants; in addition, three large ice-cream plants, which will this year manufacture and sell approximately 1,000,000 gallons of their own ice cream.

At the close of the war, when there was a surplus of condensed and evaporated milk, the farmers were notified that the condensers could take no more of their milk, as they had to close their plants. This was a tremendous blow to thousands of dairymen, so they realized that they themselves must manufac-

ture, and to-day eleven great evaporated and condensed milk plants are scattered over their territory, with a total capacity aggregating 2,000,000 cases. After collective bargaining, you see, they passed through the normal evolution to production, preparing their own goods for the market, then came to merchandising.

A few months ago they adopted the brand name "Dairylea" for their evaporated milk. January first it was not in existence and not a can of the League's milk had been sold in the Metropolitan New York market. In four months it was on sale in 11,000 stores in New York City alone. Since the first of January the League has established its own sales organization, built a dominating advertising campaign, and effected distribution of its new brand. This achievement would have been utterly impossible for any small group of farmers acting individually, or for that matter any small privately owned concern, but again the impact of the collective dollar of the farmer opened the way.

The advertising campaign copy plan is thoughtfully built around the basic thought. For instance, the League is advertising fluid milk in order to sell evaporated milk in New York City. Our largest business is fluid milk. Evaporated is only a by-product, and we are educating the housewife to give whole milk to her children. She does not need to pour off the top of the bottle of milk for coffee, because she can now buy "Dairylea" evaporated milk which will be better for coffee than the top of the bottle. The idea of not robbing the child's bank of health has already made a decided impression. Skimmed milk makes lean children, and as good evaporated milk will make a splendid cup of coffee, why rob the children?

The New York campaign was opened with full pages in every New York paper, both morning and evening editions. After the first shot was fired this was reduced to the evening papers exclusively, using smaller but dominating space. Double trucks in color in the *American Weekly* were utilized for the first time by a food product—double trucks in the *Saturday Evening Post* and color pages in the *Good Housekeeping*. In addition to this, the League selected thirteen illuminated painted displays at the points of densest population from one end of the city to the other. A big electric sign at Longacre Square started the first



of May. Two hundred and fifty painted walls were selected at neighborhood buying centers, complete poster showings throughout the city were utilized and "Dairylea" posters are also being shown on the elevated and subway stations. Although the campaign will cost the League for the year approximately a quarter of a million dollars in the Metropolitan area, it is more than offset by the increased price and additional outlets they are getting for their commodity. For, at the opening of the campaign, the League advanced their price to the full price of the best known brands, such as Borden and Carnation, and what is more they are getting it.

Forty other salesmen operating the Metropolitan area got more than 50 per cent. retail distribution the first coverage, which took approximately three weeks. This percentage increased in each succeeding coverage. This required the construction of a credit and delivery system capable of expanding as fast as the business grew, as in the Metropolitan area the farmer sells and delivers direct to the retail dealer and does his own collecting. The League also has opened since January first its own sales offices in Philadelphia, Boston, and Pittsburgh, and at each point a complete sales organization is already operating. In the South and West we are represented by broker agents, while in the export field it has already penetrated into Germany and England, and monthly shipments amounting to thousands of cases are going to Africa and as far east as Singapore.

The League has one of the most complete map and card index systems of America in use. All sales efforts are plotted, and each salesman is weighed for his relative value to the company. States can be cross-cut and analyzed by counties in such a way as to weigh the per capita consumption resulting from sales and advertising expenditures as against comparative results from similar expenditures in like territories.

When the farmer gets buckled down to real business he is usually efficient. If he pays high prices for expert opinion, he wants to know he is getting his money's worth. Individually he has been taught frugality from childhood, and when it comes to expending large sums of money for advertising and sales effort he wants to feel he is getting his money's worth.

From our earliest introduction into business life we have heard that the industrial prosperity of the land is largely de-

pendent upon the great crops of staples. From time to time we hear the slogan "Keep the Farmer on the Farm." Remember that the higher wages paid in factories in the cities are attractive to the farmer who individually handles but very little cash. The farmer cannot be kept on the farm producing materials so necessary to the wheels of industry unless he can be assured of securing a return for his investment risk and labor somewhere near commensurate to its value.

Coöperative marketing gives him that protection. Bear in mind that with his increased earning capacity comes side by side and stride an ever-increasing buying capacity. With prosperity come new wants and the wherewithal to satisfy them. Remember that as advertising makes the farmer a better merchandiser, it also makes him more interested in advertising. He begins to read more carefully the advertisements in the magazines and newspapers; notices the billboards and compares the work of his own experts to those of other concerns, and as he becomes a bigger advertiser himself, he also becomes a better subject for advertising.

#### THE FARM, FOUNDATION OF ADVERTISING RESULTS

BY E. T. MEREDITH

*Publisher, Successful Farming, Des Moines, Iowa*

WHILE it is trite to say that agriculture is fundamental and that all business is based on it, yet the average man doesn't seem to take that important fact into consideration at all. It can, however, be shown that agriculture is absolutely controlling in every business in the United States. The income of agriculture, and consequently its support of business, is regular—not hit-and-miss or spotted throughout the year.

It is urged from many sources that there are too many manufacturers, some say there are too many publishers, some there are too many retailers—and agriculture is deeply interested in that situation.

In 1870, we had 175,000,000 acres of improved land and 425,000 business concerns. In 1880, we had 275,000,000 acres of improved land and 746,000 business concerns. In 1890, we had 375,000,000 acres of improved land and 1,110,000 business



concerns. In 1910, we had 475,000,000 acres of improved land and 1,500,000 business concerns, and in 1920, 500,000,000 acres of improved land and 1,800,000 business concerns.

From 1884 to 1904, a period of 20 years, the return to agriculture was always below the average and during this period the failures were above the average. In 1907 and 1908, agriculture gets more than an average return and the failures go below the average number, except the latter part of 1907 and the early part of 1908, which was the result of the financial panic of 1907, wholly unrelated to any fundamental cause. It will be noted that agriculture was getting more than the average return—business very quickly recovered from its own indigestion. A similar situation arises in 1915, so far as business is concerned, no doubt due to causes arising from the war. From that point to 1918, agriculture received an increasing return and the failures were constantly decreasing. In 1919, agriculture suffered a decline, continuing until 1921, and at almost the exact point failures commenced to increase and reached their peak in 1921. In 1921, agriculture took a turn for the better, going from an average of \$14 to an average of between \$16 and \$18 per acre, the effect upon business being immediate, failures going down below the average number of 95 per 1,000. The effect of return to agriculture upon business conditions is positive and cannot be escaped.

If it is true that since 1866 every time \$1 or \$2 an acre is taken from the returns to agriculture, the failures go up in proportion, are you not interested in agriculture? Are you not interested in the production in dollars, not in bushels, the trading value of that production per acre in the United States, and do you need any further proof than this chart to prove that the condition of agriculture, the return per acre in dollars for the whole United States, is controlling? Is it not clear that if you give a dollar an acre less to these farms your failures immediately mount, and that for any year during the whole period if you give them a dollar more the number of failures in the United States is reduced?

There are many conditions in between absolute failure and booming business. Some of these who did not fail were seriously hard up, and others were quite hard up and some said that business was slow, and others only fair, so we do not have to ex-

perience absolute failure to see that agriculture affects our business.

Business is only the trading of the products of one man's labor for the products of another. It is the filling of the farmer's needs when he trades so many bushels of wheat or so many pounds of beef for so many automobile tires or trucks or tractors or what not. The fact that we do our business through the medium of money does not take away from it the fundamental features; it is still a trade, and aggregates many billions of dollars of trades every twelve months.

Prosperity is second-handed to many men and business establishments; to a great many, possibly third-, fourth-, or fifth-handed. The farmer gets the money (something to trade) first and decides to buy something from the rest of us. The trading value of his total determines our volume. To many of us, his order is second-handed or third-handed.

As an illustration, an electric light plant for a farm. If the farmer decides to buy, the lighting concern has an order, but there are three manufacturers selling castings to the concern manufacturing the lighting plant. The hazard of these three firms is, first, that the light plant manufacturer may not get an order, in which case there are no castings sold; and next, that A of the three may get the order instead of B, and if B doesn't get that order, then his employees have no work and are without salaries. And if they are without salaries, the retailer doesn't sell to them, and if the retailer doesn't buy other men do not sell.

What, by the way, is the pedigree of a dollar, putting it into real agricultural terms? How far back do you have to go to find the foundation sure? A soda-water clerk in New York City gave the same answer that one of the biggest business men in the United States gave, to the effect that he wasn't interested in agriculture because he wasn't a farmer. A stenographer in the building bought a soda every day from the soda-water clerk. If you asked her if she was interested in agriculture, she would say, "No, I am not interested, I work for a lawyer," and if you go to the lawyer, he will say, "No, I'm not interested because I only have bankers for clients." If you go to the banker and say, "Are you interested in agriculture?" he will say, "No, we have only steel people for clients, no farmer carries a deposit with us."

If you go to the steel people and say, "Are you interested in



agriculture?" they say, "No, we only manufacture structural steel, we don't sell to farmers." You go to the purchasers of structural steel and ask, "Are you interested in agriculture?" And they say, "We should say so. Why?"

"Because we sell to the farmers, because we sell binding machinery to the farmers, because we sell tractors, shoes, tires, or other articles to the farmers of this country, and we just bought structural steel to build an additional unit to our plant." If Mr. Farmer doesn't buy that tractor or tire, there is no steel sold, and with no steel bought, there is no need for the banker in that case, and if there is no need for the banker, there is no need for the lawyer, and if there is no need for the lawyer, there is no need for the stenographer, and if there is no stenographer, there is no soda-water clerk. You can't follow this dollar back very far until you find that it starts somewhere down the line with Mr. Farmer who takes it from the soil.

There is such a misconception as to when the farmer gets this dollar that it may be interesting to see just when the farmer gets his income—the milk crop that brings \$1,500,000,000 yearly, and it comes in every month of the year, and largely in the spring months; the poultry and egg crop which is more than a billion dollars; the cattle that go on to the market in April and May; such pin money as wool, a spring crop of \$125,000,000.

But the farmer's money doesn't run up here and down there. In January, he received 8.5 per cent. of his year's income. February, 6.8 per cent., March, 7.4 per cent., and so on through the year. In one group of states in only two months of the year is the income less than 7 per cent. of the whole and only three months above 10 per cent.; another group shows seven months less than 7 per cent. and only three above 10 per cent. The most even distribution of income throughout the year for a group of states is the one with no month less than 6 per cent. and no month with above 10 per cent. The farmer is getting his money the year round to meet those necessities that come throughout the year every day as he goes along.

There are six and one half million farms, each one in reality a small factory, out over the United States, that are going to spend ten, twelve, or fourteen billion dollars a year just to keep going, no matter whether they make money or not, no matter whether they have a surplus or not.

Of these farms, tens of thousands will need, for instance, a chicken yard; to build it they will need woven wire, they will need nails, paint, and lumber. Altogether, it will cost, say, \$50. An order for even 100,000 chicken yards at \$50 makes a nice order; and 100,000 is but one half of one per cent. of the possibilities. Some of these farmers will need a little strip of wire here and there, and many roofs will leak on barns and houses, and they will need new window glass and new shoes and hats and coats. There are eleven million men, as many women, and twenty million children on these farms and they all buy or have things bought for them.

#### HOW ADVERTISING SERVES THE PUBLIC UTILITIES

BY FLOYD W. PARSONS

*Contributing Editor, Advertising Fortnightly*

NEXT to God and religion, the utilities are the most important things that enter our lives. During the war, when the Government was obliged to classify the nation's businesses in the order of their indispensability, the folks in Washington made the remarkable discovery that practically all of our industries believed they were vitally essential and were able to produce pages of proof to support their claims. The motion-picture people said that recreation was necessary to keep up morale. The cement people insisted we must go on with our road-building. Thousands of manufacturers, running all the way from the makers of motor cars to the producers of toys, showed how life would never be the same, and our fighting efficiency would be materially lowered, if they were compelled to curtail their activities.

But the utilities did not have to prove their case. Without them we could not even live in our big cities, and to-day's civilization would be dead. Yet for a good many years the purveyors of power, heat, light, transportation, and communication have had a difficult time to keep their feet on solid ground and walk without tottering. They have been the footballs of every scheming politician, and have been regulated, baited, and starved financially.

The average citizen has become so accustomed to the services the utilities render that now he merely takes them for granted,



and the gravest mistake that has been made by our public-service executives has been their long submission to this state of public indifference. Many of the woes of the public-service corporations to-day may be attributed to the folly of their officers in assuming that their service was only to be offered on a come-and-get-it basis instead of being merchandised. The belief of the utility manager that his enterprise is a business apart, and that the proved and accepted principles of everyday commercial practice cannot be successfully applied to it, is responsible for many of the legislative restrictions and current beliefs that now hamper utility operations.

For example, the common thought in many communities, and even on the part of some public-utility commissions, that the cost of advertising by the public-service corporations should not be considered a part of legitimate operating expense, is an absurd belief entirely out of keeping with modern business theory. *In any line of industry the cost of advertising is just as legitimate an operating expense as the cost of coal or labor, and the public-service corporation is no exception.* An ill-informed and mistaken mass opinion on the part of our citizenry can destroy a business no less surely and speedily than bad management, and there is no force except continuous scientific advertising that can be employed to protect an investment largely depending upon community good-will and subject to legislative control. Campaigns of public education conducted by advertising amateurs and based on the use of free space can never be made to serve the utility company any more effectively than they can the concern that sells shirts or shoes. There is about the same relation between free advertising with haphazard propaganda and a paid campaign of scientific presentation of fact as there is between ham and Hamlet.

The utilities of this country represent a total investment of nearly seventeen billion dollars, which number is seventeen times that of the total minutes which have elapsed since the birth of Christ. The money invested in our public utilities is four times as much as that put into the steel business, seven times what is in the automobile business, and more than ten times the amount invested in the meat-packing industry. Nearly four million private citizens have all or a part of their savings invested in the securities of our public-service corpora-

tions. Our insurance companies and banks have invested more than three billion dollars in utility securities, so it follows that the ownership of our telephone, traction, gas, and electric companies rests largely in the hands of the general public, which includes thousands of widows and orphans. Whatever injures the utilities at the same time destroys the security of the life savings of millions of honest people who can ill afford any material loss.

The utility business is a comparatively new industry. As recently as 1850 there were only 30 gas plants in the United States. The first telephone company began business in New Haven, Connecticut, in 1878. The following year saw the commencement of the electric light and power industry, while it was nine years later that the first electric railway was put into operation. In fact, a large portion of the country's present population has witnessed the beginnings and development of our various utilities.

But it is only within the last few years that the utilities have sought the aid of systematic advertising and it may be said in truth that their progress to more satisfactory operating conditions and to a better understanding with their customers has dated from the time they were converted to the use of intelligent, organized advertising. The people of the country have been made to understand that when they permit their municipal and state representatives to refuse blindly every demand of the public-service corporations for increases in rates and fares they are dangerously tampering, not only with the credit of great cities, but of banks, insurance companies, and other institutions. It has also been made plain to the average citizen that the utility is not permitted by law to earn enough to finance enlargements and extensions to its business from its earnings. It must either borrow money from banks or from its customers through the sale of its securities. Money is a commodity which we buy and sell, just as we buy and sell grain or clothes or lumber. The utility cannot buy money for less than other people pay for it any more than it can buy coal or lumber for less than these materials are worth in the common market.

It is only advertising and carefully planned publicity that have educated the layman to know that while private business may curtail its service in order to forestall a loss, the utility must



keep on operating regardless of all financial consequences. It can get no relief in the way of increased rates except through the tedious process of presenting its case to the state or municipal corporation commission, and in the meantime, no matter how long the delay, the company must go on recording losses. Likewise the public has learned that while a private enterprise often turns over its capital four or five times a year, the utility can only do this once every four or five years; and that nothing is more fallacious than the occasional assertion that utilities are permitted to charge rates which will give them a return on "watered stock." It is now commonly understood that our public-service corporations are permitted to earn a return only on the basis of the amount of money that actually has been invested in the property.

Only a few years ago our ignorance concerning the utilities was appalling and the fault was not all with the public. To-day facts concerning the corporations that give us public service have been made known by advertising, and the beneficial results are beyond calculation.

But the work of advertising the utilities and their service has hardly more than begun. Just remember that with the exception of the steam railroads, they represent the largest investment of capital that has been placed in any single enterprise. The utilities are now spending from one quarter to one third of one per cent. of their gross income for advertising and publicity. In other words, their annual expenditure for selling service, securities, and good-will now amounts to something more than \$10,000,000. In well-ordered private business the minimum expenditure for advertising amounts to about 2 per cent. and the maximum runs as high as 8 per cent. If our utilities were to spend as much as the minimum set aside by private business for advertising, their expenditures for this purpose would be \$80,000,000 instead of \$10,000,000. In order to spend 8 per cent. of their gross income of \$4,000,000,000, they would have to increase their outlay thirty-two times—a very substantial margin for hope.

As to what advertising can do for the utilities, the opportunities are without limit. It is necessary, first of all, to accept the fact that the utility industry is an advertisable business. However, it is not a form of enterprise where accounts will fall into

your lap without your going after them. The executives of the utility corporations must be told that in a recent year of depression 84 per cent. of the firms that failed were companies that did not advertise; they must be shown that it is just as foolish and costly to employ inexperienced publicity counsellors and copywriters as to hire incompetent accountants or chemists; that advertising will increase volume and thereby lower costs; and that it must be continuous if it is to be fruitful.

Nearly all of our utility corporations have gone in for customer-ownership and it should be difficult to convince them that they can no more sell securities without advertising than can the modern banker or the up-to-date investment broker. Furthermore, the utility executive must be impressed with the truth that even if he himself is not sold on the value of advertising his business, it is a ten-to-one bet that his bankers are, and it is a practical certainty that when the important day arrives when additional money is needed, the utility man will be asked the question, "What percentage of your gross goes for advertising?" The great majority of our big men who hold the country's purse strings look upon a good advertiser as a safe lending risk. It should also be emphasized that judicious advertising will materially increase the turnover and reduce the amount of money it is now necessary to invest for each dollar of increased business obtained.

Advertising should be utilized to tell the nation what enormous consumers are the utilities, and how when things go wrong with them and their purchases are curtailed the earnings of millions of people in other lines of business are affected. They purchase millions of barrels of oil, tens of millions of tons of coal, immense quantities of pottery, copper, brass, iron, tin, zinc, lead, aluminum, nickel, and platinum, besides a very considerable amount of gold and silver.

It is only through advertising that the utilities can drive home the truth that, imperfect as they are, the service they render is so far superior to that furnished by similar corporations in other countries that no comparison is possible.

The educational and advertising work that lies ahead is beyond estimation. We have no national problem that equals in importance the question of public-utility control and regulation. We are fast coming to a day when we will recognize but two



forms of energy—electricity for power and gas for heat. Electricity will be such a common agent that we will be able to plug in at practically any place, any time, and get all the current we need at a very nominal cost to aid in the performance of a multitude of tasks that are now performed by hand-power. And as for our heating practices, gas will be the universal agent. Conveyed everywhere through a great system of pipes, it will make the coal-burning furnace and the coal-hauling truck as obsolete as the backyard pump.

The natural question is, "If we could so easily eliminate our present heating evils, why have we not done so?" The answer is that the public has never been educated to understand the unmeasured benefits and the material savings that would immediately result from adopting a policy of liberal coöperation with the corporations that render them the most essential kind of service and which they themselves own and control.

The utilities must not only be permitted to carry on research but they must be encouraged to do so. Then it must also be made evident to every citizen that the same hope, enthusiasm, and incentive to exercise efficiency and perfect improvements, which are essential to the success of any other business, are no less necessary in the operation of our public-service corporations. So long as human nature remains human nature there will never be worth-while effort except where unusual accomplishment is recognized with a proper reward. The moment that advertising and publicity modernize our present ideas concerning the utilities, and we all come to agree that when the exercise of superior management and inventive genius produces increased profits, the stockholders, officers, and employees shall get half the benefit and the public half, then and not before will we plunge forward into a day of science and service in the utility field that will make our present developments seem mediocre indeed.

Advertising can increase street railway traffic and it can materially widen the markets for gas, electricity, and the telephone. For instance, just let me refer briefly to the lighting field. Only two fifths of our homes are lighted by electricity. And in most of our homes, offices, and factories, where artificial illumination is used, the intensity of the light is most inadequate. You have heard people talk of there being too much illumination. There may be too much glare but never too much light. The

light intensity outdoors at noon on a clear day in June averages about 9,600 foot-candles, while the average light intensity at night-time in most of our workshops seldom exceeds 6 foot-candles. In other words, the human eye is quite comfortable outdoors with a light intensity more than a thousand times as great as is generally used by people in the evening when they read or work at home or in an office.

Surely there should be a chance to sell four or five times as much light to the average citizen as he now uses. Prospects might be educated to realize that there is a definite relationship between good illumination and good health. Owners of factories could be sold on the proposition of working night shifts under daylight illumination, rather than spend a large amount of money in building additional plants to meet the demands for more production. Factory employees need save only fifty seconds each hour to offset entirely the cost of extra lighting.

In a near to-morrow advertising men will devote less time merely to preparing copy and will give much more effort to discovering new uses and new markets for old products. They will dig down deep into the problems of industry and many agencies will specialize in the affairs of but a single line of business, thus developing an expert knowledge that will enable them to initiate important policies for industrial expansion, as well as to be able merely to develop publicity and selling campaigns. And in this development of the art of public education and silent salesmanship there is no more attractive and virgin field for the exercise of advertising ingenuity and skill than in the broad field of the public-service corporations.

#### ADVERTISING AND THE WORLD OUTLOOK

BY FRED B. SMITH  
*Johns-Mansville, Inc., New York*

DURING a recent world tour which I made, under the joint auspices of the World Alliance for International Friendship through the Churches and the Federal Council of the Churches of Christ in America, I encountered underlying conditions which clearly indicate that limitless opportunity confronts advertising



for exerting a power to create a world brotherhood. It is most fitting, too, that a review of this trip should be placed before the Associated Advertising Clubs of the World because, in my judgment, the Association now constitutes one of the most forceful agencies, not only for sound economics, a decent order in the business world, integrity in products put upon the market, but as well for those more definite and spiritual objectives of humanity.

In visiting overseas nations, touching the greater city centers throughout the world, my purpose was in every place to call together the educational, social, economic, and religious leaders to discuss with them the principles upon which we might hope eventually to build up an order of good-will, brotherhood, and coöperation in place of the older régime of jealousy, selfishness, bitterness, strife, and war. It is a privilege to submit to you impressions gained through thus visiting nineteen different nations.

Four impressions are especially conspicuous, all of them vital to the highest interests of our American life.

Everywhere I went there was a perfectly overwhelming passion, an emotional cry on the part of the common people, to be assured that war was a thing of the past and not in the future. This sentiment is powerful. It is everywhere. I am of the opinion that throughout the whole world to-day there could be found a thousand pacifists to where there was one in 1914. The "folks," just the home folks, are sick, tired, and disgusted with this intermittent lapse into war with all its terror, death, disease, plague, and pestilence. This first impression cannot be overestimated for if ever this sentiment becomes mobilized and can find adequate leadership, it will absolutely banish war as a method of settling international differences from the face of the whole earth.

Second, however, of the nations referred to, all but two or three are certainly contemplating more war and believe another war is inevitable. This may seem like a contradiction of my first statement. I fully admit that upon the surface at least it so appears, but it is a fact, nevertheless. I cannot fully go into all the explanation of this fact but perhaps I can justify it. I have already said that the COMMON PEOPLE in all these countries are crying out to be liberated from war, but in the same nations

where this cry was loudest the inside leaders of political, economic, social, and religious life were compelled to say that they thought more war was inevitable. They were not all militarists and I do not indict their motives; I am simply stating the fact. Europe to-day is a seething vortex of jealousies, misunderstandings, and ominous rumblings of threatening revenge. There hardly seems to be any nation in Europe satisfied with the verdict of November 11, 1918, or with the Versailles Treaty, or with anything that has been done since. Most of them are feeling that they have been wronged and that the only way to remedy the present situation is to resort to arms. I am not undervaluing the beneficent influence of certain activities which are now "carrying on," and I am not belittling the work of the League of Nations, or any other society or committee seeking to alleviate this situation. I am merely stating what seems to be an undeniable fact, that we are confronted with the peril of another war.

Third, I am impressed with the fact that the single greatest issue before the world and the entire human race just now is to discover methods by which we may perhaps avert this disaster. Everything else is incidental. It would seem as though the lessons of 1914-1918 were sufficient, but it may not be out of place to say that if we get one or two more terrific breakdowns of that kind, everything you and I hold dear will go to the scrap heap. Another world war and the pessimists' philosophy will be verified, namely, that this present form of civilization has failed. Continue war in the world and our philosophy concerning democracy, our theory concerning the economic processes of the world, our hopes concerning social life, and even the most sacred traditions of religion will go to the refuse heap and be abandoned. The supreme issue before humanity is simply this: Are we to find the way of Brotherhood in the world, or are we to continue like the beasts to fight when we disagree?

I am not a pacifist of the extreme type, and do not advocate the theory of an unpoliced world, but the hour has fully arrived when we ought to turn the page over and paste it down forever upon war, brute force, and collective murder as the way by which nations will adjust their differences when they disagree. War as a method has been weighed in the balance, tried for these centuries, tested, and found wanting. It is a loss to everybody



that touches it, to the victors as well as to the losers in the long run.

Fourth, I think we are called upon to mobilize all the forces, call into action the very best talent we have, to discuss the methods by which this period of Brotherhood may be so established in the world that it will become permanent and continuous. In referring to methods, I want quickly to pass over some that I believe are obvious, some that are in operation now, some that can give us great encouragement and upon which we are all agreed. A convention of business men, I am sure, would unanimously accept the general doctrine of "ARBITRATION" as a method by which individual groups, states, and nations ought to adjust their differences. I am also quite sure there would be a welcome to the growing sentiment toward holding "CONFERENCES" as another method of adjusting these differences. It is quite evident that the younger generation will witness an entirely new theory coming into international life under the general title of CONFERENCES. Happily the time has now come when national leaders, when they disagree with other countries, instead of beginning to count soldiers and mobilize forces are saying, "Let us hold a conference upon this question." CONFERENCES promise much in the future. I think again we would all be united upon a "WORLD COURT" of some kind that can take the place for internationalism that the United States Supreme Court now sustains to the various states of our Union. If the United States Supreme Court had had the confidence of all the people of 1860, probably our Civil War would have been impossible, but the fact is the people did not at that time have confidence in the United States Supreme Court, with the result that instead of having recourse to a judicial procedure they were driven in fury to the sword, the dreadful results of which abide in our national life even up to this hour. To-day the United States Supreme Court's influence is so great that geographical or sectional differences are entirely removed from armed intervention, as all minds turn with implicit faith to the High Court. Surely that day can come among the nations and ought to come, and surely all lovers of peace and concord must welcome the good offices of the great President of the United States in his desire to have this nation fully participate in that Court.

Once more, I think we would practically be united upon the fact that there must be some kind of an "INTERNATIONAL INSTRUMENT" or "ASSOCIATION OF NATIONS" which will bind all the nations together for the common purpose of working toward Brotherhood and Good-will. These are obvious considerations, and while we might differ concerning minor details I am sure we stand united in the general principles thus far enunciated.

Further, there are two factors in the process of methods which I believe must eventually be brought into action in a larger way if a much-needed GOOD-WILL is to become universal. One of these is the full, complete coöperation of America in world affairs. In all my travel of last year, in every nation, at every city, without one single exception, before the conference or convention had closed, some delegate was on his feet, saying, "If you Americans are so much interested in peace, why in the name of God do you not bring your own nation into full coöperation with the rest of the world to work for this purpose?" I was told everywhere, all the time, that America is the key to World Peace. Shall we have peace or brotherhood in the future? The answer is found in this. If we really, truly, sincerely, and deeply want universal, world-wide peace, then we must build fires of sentiment throughout this country of ours which will quickly carry America clean over into full coöperation where her representatives will sit down with the representatives of all the rest of the nations and do their full work in preserving peace.

The present much-talked-of isolation is not only anti-Christian, but is a certain guaranty that another war will come back to the world. We do not hesitate to send our business representatives everywhere. American products are being sold and American representatives are demanding full protection for every dollar invested in every country I visited. Economically, our American leaders are not "isolationists," they are not afraid of interfering and misunderstandings, they just assume the right to go everywhere. The same is true with our educational leaders. The same can be said to be true of philanthropic and religious leaders. In other words, we are going to the ends of the earth in every realm except in the zone of the political, and when we reach that point a little clique has grown up in



the country, some of them Republicans and some of them Democrats, who begin to say with insane hysteria "America First," with the result that America to-day is standing off, not doing all that she might do to help the nations untangle this fearful complication.

I do not make this statement wholly upon my own wisdom, which would not be sufficient, but I call to your attention the fact that this view is substantiated by practically every college and university president studying internationalism, and I would call your attention to the fact that this view is substantiated by every great moral and religious leader in the country of whom I have knowledge, and I would also like to call your attention to another fact. Study rather carefully the political ambitions as well as the economic plans of any men who are discussing the American Isolation Doctrine. I do not say that they are all insincere. I do not mean even to suggest that, but I do say that it is fair to study what is probably the moving motive with men of that kind.

The issue in its last and final analysis is essentially and vitally a religious and moral question. In every nation and in every city I noted the sentiment—if ever this world is to know the kind of peace and brotherhood that we are discussing, the good offices of the Christian Church must be brought into action. I heard that statement made in most amazing places. I heard it made by men whose comment simply astonished me, and some men saying it who never went to church. I heard men testify to this who were themselves the leaders of other forms of religions.

I do not present this as an easy way out of a difficult problem. But this sentiment is based upon scientific fact.

The men who are studying this war question and those who are deeply concerned about the present strife, struggle, and bitterness among the nations, are recognizing that the root of the thing is carnality, jealousy, materialism. The greed of gain and an obsession for a narrow nationalism and geographical extensions. Looking at this thing as perfectly practical men they are convinced that no league of nations, no power of treaty, can fully satisfy and alleviate a struggle of this kind. Something more than legality is necessary to combat the frenzy of the materialistic world as we find it now, and, therefore,

clear around the world, in every nook and corner, men are turning their thought toward the doctrine expounded by the Christian Church, because it is in its purity a spiritual interpretation of life based upon "Brotherhood" and coöperation rather than competition and the law of "the survival of the fittest."

You advertising men have sounded many a high note in the past. You have stood by great captains of industry and leaders of big business, you have demanded purity in the products we are selling, you demand honesty in the administration of affairs. You have set a very high standard. I invite you to accept as a part of your program the greatest hope that has ever crossed the threshold of human thinking. We have banished other great evils from our fair nation. We have sounded the death knell to the legalized sale of liquor and the vile corner saloon. We have said that no sections in our beautiful cities shall be turned over to the "red light district" and termed exclusively as vice centers. You have said that the hour has come for a square deal in the industrial world. Shall we not move up to the heights and now become prophets of universal peace and good-will to all the nations?

#### ADVERTISING, A STRONGER BOND BETWEEN NATIONS

BY W. S. CRAWFORD  
*W. S. Crawford, Ltd., London*

It is not merely phrases, slogans, and speeches that are demanded of advertising men; rather is it truth, philosophy, and vision—with them all, action. Closer sympathy is needed among all the interests of advertising and, above all, we must develop a sympathy and simplicity which most closely connect the advertiser with the everyday home.

Common folk are the people who matter, the people who affect the international situation in England and in America. We need a Lincoln of advertising, and a Burns with the pen and the heart and the vision and the expression to sing the song to the people. What are we compared with these men who got down to simple things? We are seeking headings and phrases. But woman in the home is not affected by them as we think she is. She is affected by her own little life and a million of her



lives, a hundred million of them, are making the homes and the future vision and the future life of people. Let us simplify this work!

It doesn't matter whether it is Italy or China, these people with their hopes and loves and desires and homes. And yet we are standing off and merely criticizing politicians, forgetting that we advertising men have the opportunity if we were Lincolns and Burnses. We need to bring a spirit of calm into our being and into our work. America is wonderful, but you are all in such a hurry. I admit, on the other hand, that I wish I could stir up our people in Britain. They seem so slow and don't seem to care enough.

Young men are coming into advertising, but we are not ready for them. And it is at advertising meetings that we must sound the note of preparation.

Harry Lauder tells of the lamplighter in a way appropriate to this point. "I remember sitting in my parlor, and it was coming towards dusk," he said. "The lamplighter came up the road and he pushed his pole into the lamp and lit it. Then he crossed over and lit another lamp, crossed over again and lit another, until the road that I was living on was illuminated by all the lamps. But each was only a single lamp, and the avenue was all of us lighting the road for the men who were coming behind." Are *we* going to do it? Because it is this effort of the individual that brings home to our hearts and our experience the great opportunities of friendship and trade together. I have heard more about war since I came to America than I have ever heard in England. We must be too near this European condition. We don't talk of war in speeches or in homes, but you are standing at a distance from Europe on the hill, and you are seeing us moving about like ants to fight or to work, and we are not seeing ourselves. International trade and friendship; what an opportunity you have, standing on the top of the hill, to come down and help us, cleansing our commerce!

Europe needs you in friendship and in business, and their hands are open and need your help. It is not only that magnificent benevolence of America. Europe has enjoyed, more than the world has ever known, your wonderful gifts. Give us the gift of friendship and not of money.

#### HOW ADVERTISING CAN ELIMINATE INDUSTRIAL WASTES

BY FREDERICK M. FEIKER  
*Special Assistant, U. S. Department of Commerce*

BUYERS control production. Wastes in production and distribution cannot effectively be solved without intelligent buying. Legislation, government in business, all sorts of social panaceas fail in the face of the inexorable law of demand and supply. The only fundamental way to cure industrial production wastes is to educate the buyer to demand what he needs instead of giving him what he wants. Advertising has proved its value in selling goods. The new task for advertising is to educate the buyer to what he needs. This will be an important step in eliminating present industrial wastes.

The elimination of waste in industry has been the problem of the professional engineer. Advertising men must step in and dramatize to the customer the savings on which the engineer is at work.

I approach this problem, first, as an engineer and, second, as one who believes in the purposes and accomplishments of advertising. The movement for the elimination of waste in industry has gone forward for many years in the production side of manufacturing. It is fundamentally an engineering conception of making two blades of grass grow where one grew before. It is a program whereby with the same capital and the same investment and plant a manufacturer may turn out more product at lower cost, better wages, and maintain the service essential to the sales of his product to his customers.

The opportunities for the elimination of waste in industry were first dramatized in the United States through the War Industries Board when groups of experts, industry by industry, were called to Washington and asked how they might get along with less material or turn out more in the same space, and in all sorts of ways increase the efficiency of their plants. One of the tragedies of the war is the cemetery of information, filing case after filing case, in a great unused war building containing literally thousands of methods and plans which were worked out in various industries to eliminate waste under the impetus of war.



No advertising man can visualize this picture of fact without wishing for the power to spread this sort of saving before his industry or his trade or his public.

The second dramatization of this program for the elimination of waste in industry was made by Secretary Hoover three years ago when he was president of the Federated American Engineering Societies. Under his leadership this organization undertook a survey of six leading industries to determine the amount of preventable wastes in their current methods and processes. The six industries were Metal Trades, Boots and Shoes, Textiles, Building, Printing, and Men's Clothing. The individual percentages of waste ran from 29 per cent. to 64 per cent., or on the average 40 per cent. of all the capital, labor, thought, effort, time put into these industries was found to be wasted.

The men who made these surveys were outstanding engineers of national reputation, but engineers are proverbially bears on facts, and perhaps you may feel that the findings of any technical man should be discounted. Say, if you will, then, that they were only half right, that the average in our American industries was not 40 per cent., but 20 per cent., and you still get the amazing figure of some ten billions of dollars annual waste. The report, a 300-some-odd page book, shows three or four main groups of facts in which advertising men will be especially interested, among which is the utter lack of basic statistics upon which to make manufacturing quotas or sales quotas; further, the lack of coördination between sales programs and manufacturing programs, and, third, standardization and elimination of excess sizes and varieties.

On taking office, Secretary of Commerce Hoover, taking elimination of waste in industry as a basic idea, set about establishing service divisions in that Department of the Government.

I need mention only four or five outstanding sections of this reorganization. The President's Conference on Unemployment held two years ago is almost forgotten, but it left a standing committee with a great industrialist, Owen D. Young, Chairman of the Board of the General Electric Company, as its chairman. This committee has recently issued a report on Unemployment and the Business Cycle which is a basic study

with suggested remedies for the great fluctuations in labor employment.

In another direction, the Bureau of the Census has compiled and published a "Survey of Current Business," a government report which brings together existing data from private as well as government sources including the Census, so as to give the business man a picture of the trend in industry.

Paralleling these activities have been surveys and inquiries into the constructive activities of trade associations on which another publication is about to be issued and which sets down for any association the collective activities it may profitably undertake to the mutual advantage of all members of the association and the public. The public savings possible through the collective action of a soundly organized trade association are reckoned not only in dollars saved, but in conservation of life and property.

But as a practical illustration of how advertising men and engineers can combine to increase the knowledge of buying, the Division of Simplified Practice is notable. This Division was established two years ago to act as a center point to which all parties to a trade could come for common discussion of the practical questions of eliminating wasteful practices in production and particularly with regard to simplifying lines of commodities, to eliminating excess styles and varieties, and by common consent as to trade practices which might be simplified.

Engineers have found that a very considerable part of the waste in industry is due to lack of standardization. Being engineers, they naturally regard "standardization" as the proper term, but to many people that particular word has come to have a most unfortunate sound. No sooner do they hear it than they begin to think of a world in which we shall live in identical houses fronting upon reticulated sidewalks ornamented by rigidly uniform shade trees—a world where the Rolls Royce and Ford shall differ only in dimensions, where we shall walk and dress with identity, where the dear ladies must sacrifice devotion to transitory style and express individual beauty through a standard hat bearing a standard feather in a standard curve.

This picture represents the perfect antithesis of what I refer to. Certainly it portrays the direct opposite of Secretary



Hoover's purpose. In the first place, the men he has assembled in his Division of Simplified Practice leave all questions of art, design, invention, true expression of individuality, absolutely alone. They are looking for larger, broader American living through waste elimination, not for any impositions of mass uniformity. Second, they have no aspiration to serve as policemen! Their function is to support manufacturers and merchants and customers in measures for mutual benefit of all interested. And, finally, the field of simplification is not in such complex products as complete automobiles, but just in everyday common-sense measures which will gain full advantage of interchangeability, mass production, reduced stocks, quick turnover, and high quality product for American industry.

Many of the wastes they treat result from the outworn belief that the only way to build business is to make something different. In every commodity each producer has been adding different quirks yearly; each distributor and user has been educated to demand still more different things, until varieties have run wild. I wonder if you appreciate how far this over-diversification has gone.

One week many hardware manufacturers met in Washington, one group representing axes—the simplest sort of implement. Yet, survey of three manufacturers' lines shows these three concerns offering the simple axe in thirty-four models, in from one to four grades, from one to thirty-five brands, from one to eleven finishes and from five to nineteen sizes—6,118 different axes competing for your purchase from only three manufacturers. Further, on the American sales managers' creed of "Give the Buyer What He Wants," you can probably get any one of the thirty-four models in any of the four grades, in any of the thirty-five brands, in any of the eleven finishes, in any of the nineteen sizes, so you really may exercise your discrimination between nine hundred and ninety-four thousand eight hundred and forty different axes.

The proposed reduction of the axe diversity by adoption of a reasonable number of these sizes and styles as the only recognized line is an excellent example of the method of Simplified Practice in contradistinction to the more rigid procedure of Standardization. To arrive at a simplified line by common-

sense procedure and then tell the buyer so that he may have the benefits of the standards thus established is obvious.

Consider some of the wood-using industries. In furniture, varieties have run riot. The sizes of sash and doors are probably well in the thousands. There are 260 different building codes in these United States. One-inch lumber is being sold to-day in New York in seven different thicknesses; 2 X 4's are offered in fifteen different sets of dimensions; and even the same old pine tree is called by about thirty-odd names in different parts of the country. Possibly simplification may have something to offer in the lumber field.

If we can only carry forward we may yet come to see in simplification one of our major gains from the World War.

As applied to farm implements, the Conservation Division's simplification reduced 1,092 varieties to 137—only 13 per cent. of the pre-war diversity retained. This elimination is still effective, though here and there an uneducated buyer forces a weak-kneed salesman to some useless variation with the resultant expense carried all through office records, catalogues, jigs, machine set-ups, stocks, workmen's and salesmen's education. So much of the elimination program has been retained, however, that the president of one of the large manufacturing plants is sure Simplified Practice saved at least \$10,000,000 to the industry in 1920.

A sizable economy! But it was compulsion, the power of enforcement as a vital war measure which made this very genuine gain possible.

Here is the opportunity for advertising to train the buyer to demand the simplified line. The only force that America wishes to control in intelligent manufacturing and marketing is the old law of supply and demand and the educated buyer is the hope of a thrifty America, whether in industry or in the home. To illustrate—an agreement to make only six sizes will fall down if enough buyers order a seventh size. Yet the only American way to assure the six is for the buyers to be sold that fact.

There is no need to emphasize to advertising men how to write such advertising. It goes without saying that all skill in market research, all the finesse of merchandising plans, are essential. The main idea is to have industry police itself by



using advertising to educate the buyer—to substitute intelligent buying for whimsical needs.

Obviously, the problem is complicated by different classes of industry. The methods of creating intelligent buying of electric motors differ widely from the methods of marketing breakfast foods or package goods. The point is to set up the engineer's program of the ideals of efficient production for the buyer's needs and translate those ideals into practical sales demand through the medium of advertising.

There is precedent enough for action through legal restriction, but simplification and savings must come from industry itself rather than be enforced by government decree. Certainly effective action results when simplified practice is initiated by industry and the buyer as well as the seller is informed. The American Writing Paper Co. have reduced from 377 to 56 sizes in their business—an elimination of 85 per cent. with corresponding reduction of stocks, investment, and costs. If through the good offices of the Department of Commerce all the paper men would act together and arrive at some unanimous simplified practice which they could recommend universally, all possible economies would result without any restriction of the probable advance in the industry's art.

In the farm implement field, one manufacturer has reduced latches from bewildering variety to the single style. If a latch breaks on the machine in use, the owner can rob one from an idle machine in ten minutes instead of waiting days for replacement from the nearest big city. Coincidentally, the seats of every type of implement have been changed from twelve to the single one in the center, while complete adjustment of their entire line, instead of requiring the conglomeration of wrenches, is now accomplished with four simple types.

One of the most conclusive of the simplifications accomplished by industry is that of lamp bases. Some of you may remember the period of the '90's when with some 180 different bases developed, to get a new lamp for your special socket required memorizing a specification almost as complex as those still imposed upon machine tool users. Along in the first years of this century, the lamp manufacturers at very large expense and with urgent misgivings after prolonged discussion standardized on six sizes. What have been the results? Now, you and I never

think of a lamp base but just go anywhere and buy any lamp, knowing it will fit. Probably then the user has benefited most, but the distributors have greatly reduced their stocks and the manufacturers themselves have profited largely.

The world is faced with new problems. These problems cannot be solved by old methods. New facts, new conditions, new states of mind have arisen in the world following the war. What should be the advertising man's part in these new problems? Must he assume that the splendid contribution he made under the impetus of the patriotic appeal of war be lost sight of in the times of peace?

My answer is your answer. "No." My answer is that without the stimulus of war we must meet the problems of peace, and all it requires is bigger minds, clearer thinking, more work.

We must set as an ideal that advertising must help in reducing the cost of living, at the same time increasing the standard of living in this country.

In America we glory in our sons having greater opportunities than we. We think of our nation constantly bringing to the lowest paid the satisfaction of the best paid. We can keep this up only by producing more. We can produce more only when we conserve our capital and our time, our machinery and our labor by putting it to work with less waste. And finally, unless intelligent advertising puts the reduction of waste in the hands of the buyer, we shall have that much more difficult task, to gain the goal of happier living at American standards with less waste.

#### ADVERTISING AS AN AID TO AGRICULTURE

BY CARL WILLIAMS

*Editor, Oklahoma Farmer-Stockman, Oklahoma City; President, American Cotton Growers' Exchange*

ADVERTISING has performed a great fundamental service for agriculture. In so doing it has also incurred a great responsibility. Advertising is largely responsible for the improved standard of living on American farms to-day as compared with any generation that is past. It is also largely responsible for the present dissatisfied mental attitude and political and economic unrest of the American farmer and his family.



The effect on the farmer of advertising has been to develop a series of wants. It taught him to want improved tools for his work, better equipment in his home, better methods of communication with his neighbors, better education for his children.

Advertising taught him that city people had these things, and his own response was a similar desire. He accepted the idea of lighting plants and sewage systems and running water and bathtubs, and a lot of other basic conveniences which had long been accepted as standard affairs in cities, but which the ingenuity of modern business had not so rapidly made available for farm folk. The farmer and his family have gratified these desires, for which advertising is responsible, to the degree that farm finances will permit.

But here there came a hitch in the proceedings. Advertising successfully created desire, which is one of its functions. Advertising also developed the fact in the farmer's mind that his own resources were all too often insufficient to gratify the created desire. The result was discontent. Investigation on the farmer's part disclosed the fact that city people have these things, accept them as a matter of course, and by some manner of means are able to pay for them with a white-collar job in an eight-hour day. The result was further discontent and a gradual recognition that the returns from agriculture, especially in the post-war years, have not been comparable to the returns from similar energy and intelligence applied in city life.

The cities of America display a most remarkable post-war prosperity, but the buying power of the farmer has been seriously disarranged.

He receives a dollar for a specified amount of product, but when he attempts to trade that dollar for other commodities he finds that it has miraculously shrunk in value to 69 cents and that its actual buying power is almost a third less than during the pre-war period in which, even at its best, farm products came out of increased land values rather than out of the labor of the farmer and his family. Here is maladjustment of the body politic which vitally affects all business.

No city man to-day doubts that the condition of agriculture is the fundamental determining factor in continuing prosperity. Many investigations have already proved that the percentage of city business failures in the average year is directly dependent

on the buying power of agriculture as shown in the acre value of farm crops in the preceding year.

On the 6,500,000 farms in this country there is an ever-existent need for houses, furniture, barns, and windmills, automobiles, tractors, and trucks, farm tools, paints, lighting plants, sanitary fixtures, clothing and shoes, and on top of this 40 per cent. of the food is consumed by farmers.

The farmer is a better buyer than the town man of these and a thousand other things when his own business is good because of the vast void which still exists in his possession of them. He cannot buy when business is bad and his own regret at that fact is infinitely greater than yours.

Farmers recognize their economic situation better than anybody else because their shoe was first and hardest to be pinched. They take their problem seriously. For years they have carried a sense of injustice at a situation which has forced them to accept living conditions not imposed on any other class of citizens.

They have been angry about it. Being angry they have begun to think. Thinking, they have endeavored to diagnose the disease and to evolve a remedy. The only other outlet for the present agricultural resentment is coöperative marketing, used as an economic remedy for the economic disease whose cancerous tendency is already too evident in American business.

To-day more than a million farmers, doing a business of more than \$1,000,000,000 a year, are members of strong, sane, sound, business-like marketing organizations, and the science of coöperative marketing has progressed to a point where it is possible to look at a plan and tell definitely in advance whether that marketing plan has a chance to succeed or is sure to fail. However, there have been a dozen failures to one success in the attempts of farmers to solve this problem, but out of the fire of failure has come the knowledge that marketing by farmers is essentially no different from marketing by city men.

The coöperative is organized without capital stock in the form of money, but the coöperative has capital stock in the form of the commodity itself, which is assured by a legally binding, iron-clad, long-time contract under which the member agrees to deliver to the association for marketing purposes all of the specific product which he grows.

In other words, for the capital of the corporation we substi-



tute the commodity of coöperation. The commodity itself is our capital stock. And then we control the stock for a specific term of years under a plan which has the same effect, though different in method, as a trustees' voting agreement among corporation stockholders. We organize by commodity and not by locality, on the fundamental basis that the total world volume of production as compared with world demand determines value, and that the buyer is in no sense interested in where an agricultural product is grown, but only in quality, quantity, character, and price.

On the same generic theory an endeavor is made to attain control of the largest possible volume of the product. Ninety per cent. of the dried fruits, 75 per cent. of the citrus fruits, 70 per cent. of the tobacco, 65 per cent. of the nuts, 25 per cent. of the milk and milk products, 20 per cent. of the cotton, and 3 per cent. of the wheat grown in the United States to-day are controlled by coöperative marketing associations.

We pool the product of these farmers so that every association member gets exactly the same price for the same grade and quality regardless of when it is delivered, or when it is sold. Every farmer gets the total average sale price less the actual cost of operations.

In this, again, we reach by a different method of approach the same result obtained by the city investor in the capital stock of corporations. He gets dividends, as dividends are earned, in proportion to his total investment. Just so the farmer who belongs to a coöperative gets dividends as dividends are earned, in the form of a greater total price for his product and in proportion to the total amount of product delivered by him.

We organize among farmers only, because there must be no divided interests in the matter of purpose. And then we recognize cheerfully that these farmers do not know how to market their own crops so we are trying to substitute the principle of merchandising for that of dumping in the marketing of agricultural products.

Seventy per cent. of the wheat and 80 per cent. of the cotton of America are dumped on the market within four months after harvest to supply consumer needs which extend over twelve months. During this period the millions of individual farmers are their own worst enemies. Because of market customs and

credit needs they stage every autumn a great contest among themselves to sell, in which the immediate supply is infinitely greater than the immediate demand and in which under the immutable laws of human nature the necessities of the weakest and most needy make the price for all. The result is a reasonable profit to everybody except the farmer.

The coöperative attempt to substitute merchandising for dumping merely means that the farmer is trying to distribute his product as it is actually needed by the manufacturer and consumer, rather than as it may be speculatively bought for profit and held pending consumer demand.

We do all this by standardizing and grading the product with a constant improvement in quality. We pack it as the buyer desires.

We endeavor to extend the market by time. Oranges were once Christmas gifts and for parties. The farmers' organization has made them a daily breakfast food and fountain drink throughout America.

New markets are constantly sought in new places and intelligent methods are used in reaching them. The prune growers are to-day developing an additional market in China. When they planned it they put up sample packages for distribution to the Chinese, with big purple prunes printed on the cover. Then they found that purple in China is the sign of old age and death and they had to change the package.

We intensify use. The introduction of raisin bread added 30,000 tons a year to the annual consumption of raisins, and this came about because the growers' organization developed the idea and sent trained men into the bake-shops of America with the argument that raisin bread was better bread and that it could be sold to the housewives for more than the ordinary bread, both because it is better and because mothers can feed it to children without butter and also use it as a substitute for cake.

You are all familiar with the advertisements "Have you had your iron to-day?"

The little five-cent package of raisins sold to-day in every cigar, drug, and grocery store in the land, was a farmer's idea for the intensification of use. Nearly 6,000,000 packages are being sold this fiscal year with an increased use of 40,000 tons of raisins.



The cotton growers, from information furnished by the United States Bureau of Standards, have recently discovered that a blanket made of 70 per cent. cotton and 30 per cent. wool is warmer than an all-wool blanket of the same weight. This again may mean an extension of use.

We endeavor to control the flow of products in order that no market shall be glutted and no market have a famine, the aim always being to have the price dependent on the supply at the point of consumption rather than to follow the old method of the unorganized farmer whose price is always fixed at the point of production.

None of these things can be done by the individual grower. They must be done by organization.

But with all the things that can be done, there is one thing which the coöperatives themselves recognize cannot be done. That one thing is the arbitrary fixation of price. Coöperatives know as well as city men know that the ultimate common denominator is supply and demand. A business man may fix a price at cost of production plus a profit, store the unsold remnant, and reduce production to correspond. Farm organizations cannot control production. Their job is to sell the entire proportion of the crop which they control at the highest price which will absorb the whole before another crop comes on.

It is a fundamental fact that food which is not eaten to-day will never be eaten, while the purchase of other types of commodities may be deferred and yet made.

In all of this coöperative marketing development of the last few years advertising had played a prominent part. Advertising, coupled with intelligent merchandising, has increased the annual per capita consumption of raisins in 10 years from 1½ pounds to 4 pounds.

It has increased the consumption of walnuts in 6 years from 49,000,000 pounds to 85,000,000 pounds.

It has increased the consumption of oranges 100 per cent. in 15 years.

It has put Pacific Coast apples into New York, the greatest apple-producing state in the Union, and has sold them there in competition with local apples at double the price.

It has increased the consumption of meat and of milk and of wheat.

It has enabled the grower to sell at a profit and to increase his production and still sell at a profit.

It has increased the percentage of the consumer price which the producer receives and it has been a potent factor in the development and success of practically every important coöperative marketing organization which deals in the selling of food products.

Advertising by these coöperatives is just in its infancy. Within the last 12 months it is probable that appropriations close to \$5,000,000 have been made by coöperative growers' organizations for the advertising of oranges, lemons, grapefruit, apples, peaches, raisins, prunes, apricots, almonds, walnuts, beans, peanuts, cheese, eggs, milk, cranberries, tobacco, and cotton. Business relationship between advertising and coöperative marketing is steadily increasing in direct importance.

But the direct importance is of small moment by comparison with the indirect, or the increased buying power of agriculture which has developed through coöperative marketing. In 1920 the average price of burley tobacco to the Kentucky grower was 13 cents a pound. In 1922, with a larger crop to dispose of, but under the control of a competent marketing association of farmers, the average price to the grower was 31 cents a pound. And tobacco to-day to the consumer is cheaper than it has been since before the war.

The average cotton family in the South whose people are members of a cotton coöperative is receiving this season \$200 more from his 1922 crop than the average non-member family in the same neighborhood. This amounts in round numbers to \$40,000,000 of increased buying power as the result of intelligent marketing.

If all the cotton in the South had been handled by coöperatives rather than dumped under the old, unintelligent system, the farmers of the South during the last 12 months might have spent \$200,000,000 more than they did.

Translated into the terms of city business this means 200,000 orders of \$1,000 each for shoes, and clothing, and lumber, and automobiles, and farm machinery, and lighting plants, and plumbing fixtures, and furniture, and household conveniences, and books and magazines, and toys for the children, and face powder and silk stockings for the girls.



Oh, yes, they buy all these things when they can, thanks to advertising. Their mental standard of living is ahead of their actual. The coöperative is helping the actual to catch up.

Right here develops one of the very wonderful things in connection with farm marketing. Aaron Sapiro, who is the recognized leader of modern coöperative thought, puts it clearly when he says, "We aimed at the dollar. We have broken clear through the dollar into the standard of living."

In other words, the fundamental behind this whole great movement is not dollars and cents but better lives and a higher standard of civilization. We are aiming at better homes on farms, less field work by women and children, better agricultural equipment, better clothes for women, better schools for children, and increased buying power for the farmer and an increased margin of trade for all business.

In all of this the advertising fraternity of America has both opportunity and responsibility—opportunity to develop its own business through the development of an increased buying power of the agricultural public, and responsibility to encourage by every convenient means the growth of these sane, intelligent farmer movements whose influence for good is unparalleled in the history of American agriculture.

#### THE ADVERTISING ARCHITECT'S PLANS

BY G. LYNN SUMNER

*Vice-President of the Woman's Institute and Advertising Counsel of the International Correspondence Schools, Scranton, Pa.*

AFTER two years of high-fevered illness, followed by two years of convalescence, advertising steps forth to-day with a new strength, a new vigor, a new power it never knew before.

The two-year period of 1919 and 1920 was without a precedent in advertising history. Streams of flowing gold poured into the coffers of the great magazines and newspapers. Demands for pages and more pages of space tested the mechanical limits of production for many daily, weekly, and monthly publications. Money was waiting and anxious to be spent. The carnival was on. Then one day, not many months ago, business woke up and found itself in the cold gray dawn of the morning after.

Something had happened! There were more goods than there were customers. More men than there were jobs. More bills to pay than there was money to pay them. The debauch had spent itself as it inevitably must—the burst of prosperity was over. And advertisers—too many of them—frightened by the bogey of impending hard times, instead of scrambling for covers were scrambling to cover.

The answer to such a state of affairs is that advertising in its true character is still not at all understood by altogether too many business men. Too many of the firms and individuals who participated in the debauch of 1919 and 1920 were fair-weather advertisers who had no conception whatever of the true function of advertising and its relation to constructive business building. Look now through the magazines and newspapers and you will search in vain for many of those who were so reckless in their expenditures two and three years ago.

But in such periods the recognized leaders in advertising in America do not lose their heads. And in periods of depression following such periods of prosperity—the leaders of American business go right on. It was so in 1914, it was so in 1921, and it will be so in the future.

The names and the products of many of those who were spending millions so freely two years ago already have faded from memory. But you never will forget Colgate, Gold Medal, Prince Albert, Ivory Soap, Royal Baking Powder, Eastman Kodaks, Campbell Soups, or any of a hundred other well-known products—because they began advertising years ago with a conception of what advertising is and with a definite plan and program in mind, and they have stuck to it and they will stick to it through fair weather and foul. No matter what your interest in advertising may be, and no matter how you are using it or propose to use it—emulate the architect and *have a plan*.

There are, of course, three parts to any advertising or selling enterprise.

1. The product or service you have to sell.
2. The market to which you want to sell it.
3. The bridge or link between—advertising or selling or both.

Assuming the knowledge of product and market, your problem is a plan for the bridge between them. If you sell through



dealers, you want a plan that will bring customers to the store. If you are a merchant your objective is the same. If you sell through salesmen you want a plan that will support and pave the way for the sales force. If you sell direct to the consumer, your advertising itself may do the selling, or it may only bring you inquiries to be followed up by letters and catalog or circular. But whatever your particular circumstances, there is a logical plan that will best bridge the gulf for you, and your problem is to find it.

That plan in turn involves two things—media and copy. What medium most effectively reaches your known market—what medium is best suited for telling the story of what you have to sell to that market?

It may be national magazines—if you have or if you seek national distribution to all kinds of people.

It may be farm papers or class or business or special magazines if you seek distribution to widely scattered special groups.

It may be newspapers if you wish to concentrate by cities or towns or zones, or support a nation-wide dealer distribution.

It may be posters, or painted boards or car cards, if you seek to impress a name or a product or a package on the mind.

Or it may be a combination of all of these.

It may be direct mail, the fastest growing youngster in the advertising fold. It offers a special presentation of special products to special lists—and an unparalleled opportunity for testing at minimum cost.

A cross section of the plans of 171 national advertisers for 1923 has in it a significant indication. These 171 national advertisers were asked at the beginning of this year in what media they would increase their expenditures for the year and in what media they would decrease their expenditures. Here are the figures:

	Increase	Decrease
National Magazines.....	80	31
Farm Papers.....	38	20
Trade Papers.....	57	28
Newspapers.....	72	17
Posters.....	28	16
Painted Boards.....	24	15
Car Cards.....	13	7
Dealer Helps.....	96	6
Films.....	16	11
Direct Advertising.....	103	4

So find your logical medium, then you are ready to tell your story. And copy is the part of the plan after all that must interpret the product you have to the people you hope to sell and inspire the action that means sales and profits.

Some years ago Vice-President Marshall made the remark, "What this country needs is a good five-cent cigar," and it was printed and reprinted and told and retold until I suppose by this time almost everybody has heard it.

I wish it were possible to attract as much attention to a similar expression first phrased, so far as I know, about five years ago by Frank Irving Fletcher, and that is: "What advertising needs is copy!" For the good of the public that must be depended upon to read the advertising, for the good of the business man who pays for it, for the good of the publisher who carries it, and for the good of advertising itself, its advancement and establishment as an economic business force, advertising still needs copy.

If we are honest with ourselves we must admit that a very large proportion of business men and business firms—too large a proportion—are unsold on the value of advertising, because they have not yet been educated to what advertising is—or they cannot see its value in their particular case, or because they tried advertising once and suffered sorry experience.

Now, if you will investigate some of these "gun-shy" cases you will find that all too often too much attention was paid to the space, and not enough to what was to go into it. Yet, whether it is a three-line classified advertisement or a full page, any unit of space is nothing more than an *opportunity* to tell a story of merchandise or service.

It is what you do with the space that counts, and that means *copy*.

Then, how are you going to make your copy so attractive that it *will* be read? People who buy the paper in which your advertisement appears will buy it for one definite purpose—to get the news. And it will be full of news. Your copy will be in direct competition for attention with reports of the most dramatic events the world has experienced in the past twenty-four hours. Indeed, the pages of your newspaper are really nothing more or less than a succession of stages upon which will



be played to-morrow morning a succession of dramatic offerings. There are twenty or fifty or a hundred stages arrayed side by side—a great international conference in session, the latest divorce case, a fashionable society wedding, Stock Exchange quotations—a championship being decided in a squared ring.

Meanwhile, how is your act faring on the stage for which you paid such a handsome rental for a few fleeting hours' use? Did you do justice to your production? Did you put into it quite all the thought and care that you would have had you known in advance the competition you were going to experience? And, incidentally, did you place the job in the hands of someone with the skill, the foresight, the sound practical knowledge necessary to command attention?

It is just as important as it ever was to apply the vigilance question, "Is it true?" to advertising copy, but for your own sake, ask yourself another question about your own copy before you pay good money to publish it—"Is it interesting?" Folks buy newspapers not to read advertisements, but to read news. Then give them news—in your page as well as in the other pages. Give them the news of your store, your product, your service, your prices, and make it as newsy as news can be made.

Why is it that when we want to cite an example of effective retail advertising we always think first of Wanamaker's? Because it is successful? Yes, and it is successful because it is read, and it is read because it is news. It is the news of the store, frequently so called and always so considered. And sitting at the advertising manager's desk is a trained newspaper man with a real sense of news value which he applies to the store's advertising. This idea of making copy interesting isn't new. It's being done right along. The only wonder is that more advertisers don't do it and that more people who are "unsold" on advertising don't see that copy—the message itself—is the all-important thing that can make or break an advertising venture.

Be an architect in building your advertising success. Know your product, know your market, find your media to bridge the gap and then when you are ready to tell your story remember that "What advertising needs to-day is copy!"

### HEALTH PROMOTION THROUGH ADVERTISING

BY ROBERT LYNN COX

*Second Vice-President, Metropolitan Life Insurance Co., New York, N. Y.*

Good health is a matter of universal desire. And health promotion may well be regarded as a subject of universal interest. Advertising as an influence of universal force may appropriately, then, be regarded as a fitting vehicle for carrying the message of health into new avenues of advantage.

Not many years ago the health problem was regarded as being merely the cure of disease as it developed from time to time in individual cases. People regarded sickness more as bad luck than anything else. Then came the great students, seeking the causes for disease. In less than half a century, the Tuberculosis death rate has fallen more than 50 per cent., and much credit is due the general campaign of education in clean living with plenty of air, sunshine, and wholesome food. Scientists have developed the anti-toxin treatment by which Diphtheria became conquerable. Within five years after the introduction of the diphtheria anti-toxin the city of Berlin cut the mortality rate from the disease to nearly a third—from 10.2 per cent. to 3.7 per cent. Sanitation for the extermination of the tropical mosquito and protection by netting against those which escaped annihilation has practically eliminated Yellow Fever. In Typhoid, once known as "abdominal typhus," and traced to filth in food and in drinking water, prevention by serum inoculation has been one of the triumphs of this age. To-day, vaccination has practically stamped out Smallpox.

Thus the march of science continues through the whole list of ailments to which man is subject, until within the last score of years human mortality per hundred thousand population in the death-registration area of the United States has been reduced, in cases of:

Tuberculosis	—from 201.2 to 114.2
Diphtheria	—from 43.3 to 5.3
Typhoid Fever	—from 35.9 to 7.8
Smallpox	—from 1.9 to 0.6



Mortality reduction is the yardstick by which the achievement of medical science is measured, because from cradle to grave man wages his greatest fight against ever-approaching death. In their effort to help him the scientists have turned from cure to prevention. Thus the business of life saving has changed from retail to wholesale; always making allowance, of course, for the sporadic cases that may not be prevented, and which must be treated for possible cure.

But how unreasonable and illogical that mankind should suffer and have to be treated for the cure of diseases that have been proved to be preventable. This condition not only reflects upon our efficiency as a people, but is unfair to the individuals who must face disease, and possible death, solely because of community carelessness or neglect.

Becoming, then, a public question, health promotion by disease prevention demands attention from every thinking individual, every institution, every unit of Government, local or national, and invites their fullest cooperation.

But before effective participation can come, there must be widespread dissemination of knowledge, and numerous semi-public institutions are active in health promotion. The national Government is doing a part. The several states and cities are helping in so far as their limitations will permit. Practically all of them do a certain amount of prevention work and enforce more or less effective regulations for the control of diseases *after they appear*. But all have been handicapped in prevention through lack of funds—funds withheld by taxpayers or stockholders, or co-partners, because they had not learned, and could not be made to see, that death postponement pays dividends in dollars as well as in sentiment.

Insurance companies measure life in terms of its economic value. We see in a full-grown man, possessed of average physical and mental equipment, a being that is worth to the world more than his board and keep. By the same token we see in his untimely death an economic loss to the world. It is our business to insure the individual against this loss. This is accomplished by the simple process of pro-rating the loss scientifically among other insurers who are fortunate enough to keep on living. But as to the aggregate loss occasioned by high mortality rates, we can do little except to join with others in

efforts that will make for a general deduction in mortality throughout the country.

Disease prevention means, in the main, merely dissemination of scientific knowledge, and what is advertising but the dissemination of knowledge, whether the knowledge disseminated be that you can get good safety pins cheap at Mr. Blank's store, or that longevity will be promoted and happiness increased through the prevention of disease? I might perhaps classify as advertising all of the Metropolitan Life Insurance Company's educational efforts to promote health. This includes booklets and other printed literature circulated by the millions—posters, moving pictures, radio broadcasting, health exhibits, magazine articles, last and perhaps least, paid-for space in periodicals.

The Metropolitan display advertisements on health, appearing in the magazines, have a theory behind them.

We believe that a business institution that has been favored with public patronage to a point where its customers (in our case policyholders) number one sixth of the entire population of the United States and Canada—men, women, and children—should be willing to print welcome and useful information gleaned from a wealth of Company experience, without exacting in exchange therefor any sort of trade or business dealings from readers of its advertisements.

An actual examination of 193 advertisements in a recent issue of a leading journal disclosed only one that did not make the benefits they so glowingly portrayed contingent on the transaction of business with the advertisers. It may be foolish for an insurance company to declare and distribute advertisement dividends to readers right on the spot, regardless of whether or not they ever become customers, but the Metropolitan Life Insurance Company's efforts along this line seem to have the merit of novelty at least.

A highly developed advertising technique has brought the advertising pages of our leading magazines up to a point where they sometimes compete almost disastrously in art and thought and diction with the text pages of such magazines. May we not suggest that at least many of the so-called "big advertisers" might well discard entirely the "trade with us and save money" attitude, and hereafter compete directly and keenly with newspaper and magazine editorial pages?



Another question. Why should we business men leave it to newspaper and magazine writers to dig out the interesting things that we have learned in and about our business, and to philosophize upon them at so much a line, while we ourselves neglect the opportunity to tell in our own way what the public would like to know about us?

In 1922 my company distributed 33,322,161 pieces of health literature, ranging from the booklet, "A War on Consumption," to the pamphlet entitled, "The Child," which discusses common ailments of children and the means of relieving and preventing them. The Company conducted or instigated and helped to conduct 440 clean-up campaigns in cities; it displayed 265 health exhibits; participated in 107 community health campaigns, and thirty baby weeks. It showed Smallpox films 454 times in thirty-two states, to defeat proposed anti-hygienic legislation; it financed two municipal experiments to demonstrate what Government could do if it would, by one of which mortality from Tuberculosis was reduced 60 per cent., and by the other infant mortality was decreased 50 per cent. And such work of various kinds, and in varying degree, we have been doing for many years. Besides this, display space was used in magazines of the United States and Canada, carrying health messages to approximately 50,000,000 readers.

Is such work effective? Did it pay? Is it the business of a life insurance company to concern itself about the physical welfare of the people as a whole? Let us see. Through its nursing service, periodic examination of policyholders, clean-up campaigns, coöperation with and help from the many established health agencies, distribution of health messages in many ways and as widely as possible, 52,000 fewer of our Industrial policyholders died last year than would have died under the death rate of 1911, the first year for which mortality statistics comparable with later years were compiled by the company. Measured in terms of lengthened life, this meant an average of eight and one half years added to the life of our Industrial policyholders. Measured in dollars and cents, it meant the payment in 1922 of \$11,828,000 less in death claims than would have been paid if the death rate of 1911 had prevailed in 1922.

Surely this experience shows that health-promotion work has paid the 20,000,000 policyholders who are the owners of our

company, and who get all the savings we can make in the cost of their insurance through lengthening the average human life.

Then there is, of course, the sentimental or humanitarian aspect: that which takes into consideration the misery and suffering that have been obviated, the sorrow from bereavement that has been avoided.

We have no doubt of the wisdom of health message advertising, if all companies could be induced to join in the enterprise. Indeed, other companies, and especially other life insurance companies, may be induced to make of their advertising what might be called "dividend distributions"—advertising that will pay every reader then and there for having read it; that will not require of him an investment of money with the advertiser in order to get the benefits portrayed. Let it be in a form that is entirely freed from evidence of selfish intent on the part of the advertiser; freed from that familiar note—buy, buy now, buy from us.

Health-promotion efforts can succeed only as essential facts can be made matters of common knowledge among all intelligent reading, thinking, working people. Health-promotion advertising must induce action everywhere. It must stimulate coöperative efforts by all, not merely among those who can be induced to form a common business alliance. If the vital truths of health were advertised, in the fields of public interest, what a harvest there would be—of longevity and happiness for mankind at large!

#### GOVERNMENT ADVERTISING POSSIBILITIES

BY WALTER E. EDGE  
*U. S. Senator from New Jersey*

ORIGINALLY, the Government was presumed to represent the people (in fact, of course, they are the Government), and to coöperate with them or render assistance along many, many lines, leaving it to the public to do the advertising. But times have greatly changed and I am convinced there are many opportunities for governmental publicity which properly developed would contribute to the prosperity of every class of citizenship.

At present, the Government is spending millions, collecting information which furnishes invaluable data for business concerns



striving to develop international trade and, as a matter of fact, this service is comparatively little known or appreciated.

Through carefully thought-out publicity the Government *can make taxes pay dividends* and when the general public understands its taxes are being directly used for such a purpose, they will not seem as burdensome as now.

There must be no destructive competition between the Government and properly regulated private business interests. Such a competition is unthinkable. Neither should the Government make a profit on its activities. Of course, when conditions as brought about by the Great War left a merchant marine on our hands and it seemed advisable that the Government should administer it and in fact was forced to do so—naturally it would have been entirely proper for the Government to make a reasonable profit. However, I am emphatically opposed to government administration of business and so far as I am concerned, the sooner the Government can fairly dispose of the ships and private capital can develop this trade the Government should hasten to balance the books and accept the loss on this last large invasion into private operation.

Likewise, I am opposed to the Government using its great prerogative and opportunity by being primarily a headmaster or police officer over its people. We should not use the great power of the Government and its service alone to tell the public what it cannot do but rather what it can do.

Don't create the national impression that the Government's main function is to discover some wrong-doing on the part of its citizens and then to court and to jail. Rather advertise through every possible medium of publicity that the Government has helpful information to give away for the asking and is an institution of coöperation rather than confiscation.

I believe heartily in the service of the Department of Commerce and other departments of the Government which at great expense is now collecting data for the sole purpose of co-operating with and helping the business men of the country successfully to participate in the trade of the world. These services should be more generally utilized.

We would have a better understanding abroad at this very moment if in some instances and at times we substituted *advertising* for *ambassadors*. Then, perhaps we could really reach

a condition of "*open covenants openly arrived at*" which has been to some extent impossible in the past. Pitiless publicity might not then be destructive but more constructive.

It has often been said we must educate our foreign-language-speaking citizens as to our Government's aims and ideals. Yes, a good idea, but I am convinced that *if we make our English-speaking citizens a little more familiar with their Government even more good would accrue*. This can only be brought about by the proper type of publicity.

The day has gone by to advertise good-fellowship alone. Rather is service the keynote of the period.

Materially speaking, what has the Government to advertise? Why its army, its navy, its natural resources awaiting properly regulated private development which through profitable employment radiates happiness and contentment throughout the land. The advanced activities of its Agricultural Department with its scientific research and development, the Bureau of Mines, and countless other bureaus. And while it may seem sentimental, yet how material if through advertising facts and purposes a clearer and better understanding might be developed and generated throughout the world. Healthy competition with standards never lowered will always contribute to prosperity be it domestic or international.

Truth is the foundation for successful commercial publicity. Let the Government lead the van. Familiarize our own people with the facts of Federal activities, accomplishments, and ambitions, as well as coöperative policies and perhaps some of the mist and fog of the period will be permeated with sunshine and understanding and the world's problems less susceptible to disagreement and disaster.

#### THE FEDERAL TRADE COMMISSION AND BUSINESS

BY VICTOR MURDOCK

*Chairman, Federal Trade Commission*

IN ITS essence, the relation of the Federal Trade Commission to American business is the constitutional development of the element of public interest toward trade. It is bound to be a slow and laborious and not always joyous development.



It is a long and slow process because it must be accurate.

A man complains about a trade condition or situation which he thinks should be remedied. His letter is studied. If it seems to carry the element of unfair methods of competition, if it seems to pertain to something in commerce, it is in the public interest to proceed. Then that thing is docketed, and a long process begins. It is longer than anything business men or advertisers do. That original letter is investigated with great particularity and thoroughness, a report is written, the report is handed to a chief, who passes it on to a board of reviews. That board of reviews weighs all of that matter and says, "Is it in commerce? If it isn't in commerce, we can't touch it. Is it an unfair method of competition? Is it unfair? Is it a method? Is it in competition?"

They are all very difficult problems, and finally: "Is it in the public interest to proceed in this matter?"

That Board passes the problem on to an individual commissioner. I am one. I write a report on that. I present the whole matter before the full commission, and it is debated. If a majority of the commission believes all those things about it, that it is unfair, that it is a method, that it is in competition, that it is in commerce, and that the public interest will be served by going forward, they vote a complaint; a complaint is issued, the respondent is given forty days to reply, to make answer, the issue is joined when he makes answer, a trial is had, witnesses are sworn, documents are introduced, and a final argument is held thereafter on the whole case. Then if this commission has reason to believe or confirm its original reason to believe, then the commission issues an order. That is all the commission can do; it can't punish, it can't fine. It merely says to a man who it believes has been unfair, "You must cease and desist."

Business men should know more about the Constitution of the United States. It is the greatest document that God ever gave men a right to write and to live under. Men have rights under it, and half, three fourths of them don't know it.

The Constitution divides this Government into three parts: one, legislative; two, executive; and the third, judiciary. Congress passes your law, your courts interpret your laws, and it is not the law of the land until the court has interpreted it. How simple that is, and how easily forgotten!

The Federal Trade Commission cannot make laws. No man can make law. We have in the Federal Trade Commission what is called a trade practice submittal. It means that a group of business men can meet and agree as to what they think is the ethical, square thing to do in business; then they can tell us they have all agreed that this is the square thing to do. Ninety-nine out of every one hundred men who leave my office leave believing that they or the Federal Trade Commission or both of them together have made some law. They haven't.

Congress makes the laws of this land, we administer that Federal Trade Commission Act and the courts say what the law of the land is in the last analysis.

The Federal Trade Commission has finally reached the Supreme Court with five or six cases. That is, after we have issued orders to cease and desist, our order does not become the law of the land. A man can say, "That Federal Trade Commission doesn't know what it is talking about. I have some rights under the Constitution," and he appeals directly to the Circuit Court of Appeals of the United States. The Circuit Court of Appeals takes up our case, accepts our facts, looks at our law and either confirms us or reverses us. Then if the man continues dissatisfied, he can get the decision up to the Supreme Court, which finally passes on it.

We have been in existence about seven years, and have reached the Supreme Court with some cases; some we have lost, some we have won.

One of the cases we won was the Winstead hosiery case, branding knit wear as wool when it was not only wool but also part cotton. The Supreme Court said, "You can't do that." It sounds easy—it was a most difficult case. We finally issued an order to cease and desist on the Winstead Company; they took it to the Circuit Court of Appeals and the Circuit Court of Appeals said that the Federal Trade Commission was wrong and that the Winstead Company was right. We took it to the Supreme Court and in a wonderful decision the Supreme Court said that the Federal Trade Commission was right and that was cleared up.

There was the Beechnut case, having to do with the maintenance of resale prices, a very difficult subject, a much mooted question. We told the Beechnut Company to cease and desist



doing certain things. They were maintaining the resale price of their goods in a certain way. The Circuit Court of Appeals reversed the Federal Trade Commission. We took it to the Supreme Court, and the court sustained us on almost all our points.

Another case was the Pump Tank case. The pump tank is a device that sits out in the middle of a lot and you pump gasoline up into a machine through it. Some of the companies were renting these pumps for a nominal sum, practically giving them away, and the Federal Trade Commission held that the giving away of one of those pumps, or its lease for a nominal sum was a tying contract which excluded other competitors from that field, that it was unfair and against the Clayton Act, another act that we have to administer. When we told several of the big oil companies to cease and desist and they declined to obey, the Circuit Court of Appeals upheld them. We took that on to the Supreme Court, and the Supreme Court, too, said that the Federal Trade Commission was wrong.

One of the chief things in the decision was this, that where a man has accepted a gift or under a nominal lease a pump, it doesn't necessarily tie him up on that one grade of goods or that one brand of goods, because the courts said there is nothing to prevent another competitor from coming in and putting in a second pump. And that doesn't curb or restrain competition.

Another case was the Curtis Publishing Company case. The Federal Trade Commission contended that a certain contract for distribution of the Curtis Publications was a contract of sale. It went on up to the courts and the Supreme Court of the land held that it was a contract of agency, and the Federal Trade Commission lost.

The very core and centre of advertising as well as selling is love of a merchant for his wares. No great merchant ever parted with goods without believing that he was giving more in goods than he received in money.

In Chun Ching, in middle China, where I spent a considerable portion of one year, the great silk merchants invariably at the close of a trade expected the customer to say, "Thank you." In America, the merchant after the close of a trade says, "Thank you." I think, upon the whole, that the Chinese are nearer right than we are. Every merchant who loves his goods is a primitive

form of advertisement. The law recognizes that, and allows the merchant to be over-enthusiastic, because both the British courts and the American courts will not allow mere puffing to be penalized. Congress wrote a law which in time will be duplicated by the British Parliament, by the French deputies, by Italy in her Parliamentary procedure, and by Germany and by Russia. We are the pioneers in a public statute which includes the words "the public interest."

The law reads like this: "Unfair methods of competition are hereby declared to be unlawful, whenever the Federal Trade Commission shall have reason to believe that an unfair method of competition is being or has been used." The present and the past tense. In commerce it shall, if it believes—this is the critical word in the law—it is in the public interest, issue its complaint.

Advertising, too, is "in the public interest" in a variety of ways, raising standards, speeding production, lowering costs, etc., and the Truth program of the Associated Advertising Clubs is clearly defined in its purposes toward eliminating unfairness, deceit, and fraudulent practices. There is a close parallel of motives in the activities of the Association and the Federal Trade Commission.

#### ADVERTISING AS A BAROMETER OF BUSINESS

BY ROGER W. BABSON

*President, Babson's Statistical Organization, Wellesley Hills, Mass.*

WHEN we begin to discuss the relationship between advertising and general business there is a difference of opinion whether advertising makes the business or business makes the advertising. This difference of opinion is most marked between advertising men and treasurers, the former contending that of course advertising must make the business and the latter equally sure that it's the business that makes the advertising.

If we chart magazine lineage upon general business conditions we find that the spring and fall of 1915, practically a normal business year, saw an equal volume of magazine advertising, the average running at about 1,100,000 lines per month. The following year, one of marked business improvement, measured



an increase so that the average monthly figures for the latter half of 1916 ran around 1,400,000 lines. In April, 1917, the month in which we went into the war, a high point had been reached with magazine space at 1,838,000 lines. A very natural thing happened from that date on. Conservation was the by-word. People were asked to consume less, rather than more, and advertising very naturally fell off. The average for the last six months of 1918 stands at approximately 1,300,000 lines per month.

The moment the armistice was signed, however, things began to happen. General business which had been held up during the war, because of war contracts, started to boom. Advertising figures, which had reached 1,800,000 lines monthly for the first half of 1919, climbed to slightly more than that figure the latter half of that year and shot to a new high level of more than 2,400,000 lines a month for the first six months of 1920. The highest point was reached in May, 1920, with 2,714,000 lines of advertising in our magazines. Business reached its peak approximately the first of January, 1920, but magazine advertising reached its peak during May of that year, a lag of five months. Magazine space followed business downward in the depression of 1921. Business reached its lowest point in March of that year while magazine space registered its lowest score of 1,918,000 lines in August, a lag of five months. It has recovered steadily since then following the trend of general business until the figures of April, 1923, show it at 2,298,000 lines.

A similar study of newspaper advertising starts in 1915 with the spring and fall balance between 55,000,000 and 56,000,000 lines; 1916, the year of business improvement, brings our six months' average up to 63,000,000 lines.

When we entered the war, in April, 1917, the volume of newspaper advertising stood at 72,000,000 lines. The curtailment of space because of the war carried our totals down to a low point of 47,000,000 lines in February, 1918. Totals for November stood at 68,000,000 lines when the war closed. Newspaper advertising followed general business to a peak of 107,000,000 lines in May, 1920, five months after the peak of general business. Because of the break in the commodity market and strained conditions in merchandising, space during October of that year reached a slightly higher total, but I disregard that

because it was the result of an abnormal condition with one group of advertisers and it does not represent the business as a whole.

Following the business decline of 1920 and 1921, newspaper space reached its low point of 65,000,000 lines in August of 1921, just five months after the lowest point in business. It has improved since then until March figures show it at 98,000,000 lines.

If we combine the lineage of both newspapers and magazines we note these same general characteristics. Advertising followed business through its improvement until the beginning of the war. It was arbitrarily cut off at that time, but resumed its parallel trend immediately following the armistice. The first six months of 1920 averaged 100,000,000 lines a month. The highest single point being reached in May with 110,454,000 lines. Advertising followed business down to a low point in August with 66,391,000 lines, and has shown a parallel improvement since then.

It appears from this study that *the volume of general advertising, measured in lines, turns for magazines five months after the general trend in business turns and for newspapers five months to nine months afterward*, depending upon the seasonal trend and the condition of the retail merchant.

If we study these two fields as they compare with each other, we find some very interesting facts. Taking the first six months of 1915 as a base, magazine advertising had increased 40 per cent. by the first six months of 1917, newspaper advertising had increased but 16 per cent. During this period of general business improvement, magazine advertising had increased more than twice as rapidly as newspaper space. During the war both were curtailed. At the end of the war both were at a point approximately 14 per cent. above 1915. By the time they reached their peak, however, in May of 1920, we find that magazine advertising has increased 118 per cent. while newspaper advertising has increased but 78 per cent. *In other words, magazine advertising can increase much more rapidly than newspaper advertising.*

On the reaction, however, we find that magazines dropped from more than twice the volume of 1915 to a point but 23 per cent. above that volume; while newspapers maintained their



position at 47 per cent. above or almost half again the 1915 average. Since these low points magazines have increased to 69 per cent. while the newspapers have only increased to 57 per cent. *It is thus evident that during periods of prosperity, when conditions are improving, magazine space increases half again to twice as fast as newspaper space. Conversely when the depression sets in magazines suffer to a much greater extent.*

I believe that this is due to the fundamental difference between publicity copy and merchandising copy. In periods of prosperity, when there is plenty of money, a great many advertisers go in for educational and institutional advertising. When the hard times set in we find these same advertisers cutting appropriations and cancelling their space. This is no reflection on educational or institutional advertising, but simply a side light on human psychology.

Merchandising advertising, on the other hand, the sort that is done by retail stores and the advertisers who are reselling direct to the consumer or by those who are tracing returns to their copy, continue to advertise largely because their bread and butter depends upon it. In many cases retailers are often caught with high-cost goods on their shelves and must advertise more than ever in order to liquidate and escape bankruptcy. This class of advertising tends to hold its own straight through a business depression. So long as the largest portion of magazine space is publicity copy, while most of the newspaper space is merchandising copy, designed to produce an immediate return in sales, the above results are inevitable. Whenever we get into a period of wild prosperity, such as that of 1919 and 1920, we must pay for it with a commercial headache, like that of 1920 and 1921. It is much better to stay nearer to the normal line than to tend to suffer from violent fluctuations in both directions. If we could keep business within a range of ten points above or below this normal line, we would enjoy a steady, healthy, normal growth. I am not at all disappointed, therefore, to see business traveling sidewise now rather than to go skyrocketing through the roof, especially when our readjustment is only 60 per cent. completed and 40 per cent. of the war-time inflation still exists in wages, prices, and rents.

### SELLING MOTOR TRANSPORTATION THROUGH ADVERTISING

BY GEO. M. GRAHAM

*Member of Highways Committee National Automobile Chamber of Commerce; Vice-President, The Chandler Motor Car Co.*

ADVERTISING has always been identified with every phase of automobile progress, and upon the close relationship of the automobile with forceful advertising has been built the incredible advance from about 13,000 vehicles registered in the first year of the present century to about 13,000,000 registered now.

Through the desire of ownership created by newspapers, magazines, and signboards, 2,659,000 motor vehicles were produced and sold in 1922; one and a half billions of dollars are invested in the automobile plants; purchases of material in 1922 exceeded one and a quarter billions of dollars; we pay in round numbers \$400,000,000 to 250,000 employees directly connected with our plants, and our dealers, garages, filling stations, etc., provide employment for perhaps 200,000 more. The wholesale value of cars, trucks, parts, accessories, and tires sold last year exceeded two and a half billions of dollars and a close estimate indicates that motor vehicles used four billion gallons of gasoline.

A foremost leader in another form of transportation, Elisha Lee of the Pennsylvania Railroad, has generously summed up automobile progress with the statement that in a score of years it has come from practically nothing till its manufacturing plants, selling establishments, fuel, storage, service and repair stations represent a greater investment of capital and employ more hands than the railroad though the latter represents a development of nine decades—accomplished largely through advertising.

An analysis of a recent issue of our most popular national weekly showed that out of 112 pages of advertising, thirty were devoted to the motor vehicle and accessories. This total of 26 per cent. is greater than for any other line or product. In calculating the probable annual cash outlay, I have estimated conservatively. The wholesale value of automobiles sold by members of the N. A. C. C. last year was \$1,362,000,000. Of this sum, I have arbitrarily taken 2½ per cent. as being the



average advertising budget allowance made by most companies. This would mean in round numbers an expenditure of \$34,000,000 by members of the N. A. C. C. Ford advertisements would add perhaps \$1,000,000 to this total.

Dealers, who in most cases bear 50 per cent. of the cost of newspaper advertising, expend perhaps \$10,000,000 more; 2 per cent. of \$768,000,000, or the gross volume for tire and accessories manufactured, would add in round numbers 15 million more. This makes a grand total of \$60,000,000 expended by our industry to sell its wares to the public.

Putting millions of power vehicles on our highways and city streets has worked a revolution in the important matter of individual transportation. Nobody disputes that the motor vehicle is now an essential factor in the movement either of persons or commodity, yet properly to guide this great development so that error and confusion may be avoided, and that the public may get quickly the ultimate of benefit, is a task worthy of the best thought of every progressive writer or editor.

The constructive editorial discussion of automobile problems can be an invaluable aid in developing the viewpoint of our lawmakers. Much has already been accomplished in this direction. With two thirds of all the automobiles going to families of \$4,000 income per year or less, with farmers owning 3,500,000 cars and trucks, it is no longer difficult to convince the architects of our laws that they should deal with the motor vehicle as a utility and not a luxury.

Within the industry there seem four outstanding problems brought about by the constantly increasing use of the automobile: First, we must finance and expand our highways systems to take care of a volume of traffic which is fast outstripping their capacity; second, tax and license charges against motor transportation must be so restrained that, while adequate, they be not restrictive or punitive; third, motor transportation must be fitted into its proper relationship with other mediums of transportation, so that the economic needs of the public can best be served; and fourth, a way must be formed to curtail the number of accidents and fatalities chargeable to the automobile.

There are those who seem to believe that not enough taxation can ever be piled on the automobile, despite the fact that last year in various ways it bore a burden of \$340,000,000. We

want to pay our share, but there is a point when over-taxation of any group becomes injustice. Forty per cent. of the cost of construction of the higher type of highways is permanent in character, as for example: drainage, location, gradients. Therefore, it seems unreasonable to ask the people of the present decade to meet the entire cost of such construction.

Therefore, as general principles we contend:

(1) That all highway expenditures should be divided just as railroad expenditures are, into two classes: capital outlay and current expenses.

(2) Since capital outlay is a permanent investment it should be paid for from the proceeds of long-term bonds, and since highway construction is of benefit to all, the interest and amortization charges for such bonds should be paid for from general taxation.

(3) Current operating expenses naturally include all the costs of keeping these highways in first-class condition. Everybody should pay some part of this maintenance cost through a general system of taxation, but the higher assessments for maintaining the highways should be borne by motor-vehicle users and by agricultural and urban property owners whose valuations are enhanced by highway improvements. The proper ratios can be ascertained only by detailed study.

Students of public affairs will do well to investigate this subject, for it is destined to fill many columns of space in all kinds of publication.

Our industry has suffered most unjustly because of reckless driving—1922 saw 14,000 fatalities. But we do not consider punishment to be nearly as efficient as prevention. Therefore, we are working on an elaborate program of education, which concerns itself particularly with reaching the young. We have proved that the total of accidents can be reduced, Massachusetts, for example, cutting down its motor fatalities from 544 in 1921 to 522 in 1922. Connecticut effected a reduction from 235 to 206 in the same period. Thirty other cities lowered their highway mortality.

It is our purpose not to stint money or effort in this safety campaign, because we realize that as advertising has performed such service in building our industry, the same force can be applied with equal value to safeguarding it.



## BUILDING ADVERTISING INTEGRITY IN ENGLAND

BY HORACE S. IMBER

*Advertisement Director of Associated Newspapers, Ltd., London*

WITHIN a brief quarter of a century British leaders of industry and commerce have come to accept without question the principle that if you wish to sell goods you must tell the public about those goods or they will not buy.

Within the memory of practically every member of the British Delegation to this meeting, Britain was the most conservative country in the world in regard to its trade customs. It clung to something called tradition as an African chief to his fetish. It clothed itself with dignity with much the same idea that the African wore a top hat and little else.

Now all that is changed—and infinitely for the better to everyone concerned: the manufacturer, the trader, and the public. Tradition we still have, but it is a tradition that means something—of sound business honestly conducted, not the old, empty tradition of having been in business a long while and priding oneself on holding fast, at financial sacrifice, to methods which one knew to have become obsolete. Dignity, too, we still have, but not of the sort that fussy people are always standing upon.

It is the power of Advertising that has brought about this enormous change. In Britain, we have now reached the Era of the Advertiser. Advertising, once regarded even by men of enterprise as a necessary evil, and by others as an undignified waste of money, is now approvingly acknowledged as the key-stone of business. In launching a new concern, or developing an old one, the first thing to be settled to-day is the appropriation for publicity. The plans for selling the goods come before the details of making them.

The last citadel of conservatism fell when the old-time shop-keeper swept away his cobwebs of tradition, and consented to sell the things the public asked for instead of those he thought they ought to have!

But the power of publicity is so tremendous, and so universally recognized, that in the nature of things it has a common attraction for all who have purposes to serve—the just and the unjust,

the honest and the dishonest, the bona-fide trader and the ingenious swindler.

Now every paper, in its own interests equally with those of the public, would instantly reject an advertisement which it knew to be a fraud. Newspapers and periodicals which have secured the full confidence of their readers know the value of that confidence too well to be willing to jeopardize it. Apart from that, the lower motive, newspaper publishers have a high sense of their duty to the public. Their journals represent the public—they *are* the public. Their very existence proclaims the public faith that is vested in them. To be a party to defrauding the public would be in essence to defraud themselves. For this potent reason no paper would willingly print a false advertisement any more than it would print false news.

In America you have been quick to realize—and act upon—as a body, what only some of us across the Atlantic are beginning to realize as individuals: that this is a problem which must be tackled by publishers and advertisers as a whole, and in concert. When a publishing office is handling thousands of advertisements at a time it is impossible to investigate each one before insertion. The Publisher, representing the public from whom he derives his name, has no right to refuse the announcement of an advertiser who makes a genuine offer to his readers. In England, as in your country, we have educated the public to a very high pitch in looking for guidance to the advertisement columns of our newspapers before spending their money; in return the public is entitled to the fullest information we can give them.

You in America have improved upon the famous dictum that you can fool some of the people all the time, and all the people some of the time. In publicity, when a fake advertiser has fooled some of the people once, you bring him to a dead stop. However, while most newspapers of standing are more or less on their guard against fraudulent or objectionable advertisements, there is neither standardization nor organized vigilance.

An advertisement that is refused by one paper is accepted by another. On receiving complaints from readers that paper, too, will place the advertisement and the advertiser on a Black List—a list which in smaller or less highly organized offices is rather a matter of mnemonics than of manuscript. There are hundreds of offices which have no tabulated list, and the crook advertiser,



by lying low for a while in that area, has a good chance that the ban will be overlooked or forgotten.

In America, on the other hand, as you know, the whole country is barred to him once and for all.

As I say, all British papers of repute exercise a degree of censorship over their advertisements—all the London daily papers, all the famous provincial dailies, and numbers of other journals whose prestige is high though they may not be so well known outside their areas of influence.

To give an idea of the magnitude and the complicated character of the problem we are considering, an example may be offered by the *Daily Mail*, which instituted and has always maintained the strictest method of advertisement surveillance known in our country, or, perhaps, in any other.

The *Daily Mail* advertisement department guarantees to readers complete satisfaction for any outlay they may make in response to an advertisement in that newspaper. In cases where goods are bought over the counter, advertisements are only accepted from firms in whose trading methods the *Daily Mail* has full confidence. If, as may happen by chance, a customer is for some reason disappointed with a purchase, the matter is immediately taken up with the firm, who in no case hesitate to put things right.

Mail-order advertisers, whose goods as a rule cannot be inspected before purchase, are required to sign a guarantee form, pledging themselves to return the money in full should a reader have reasonable cause for dissatisfaction.

Just before sailing, I glanced over our Black List as it stands to-day. In one column there are the names (and sometimes, too, the aliases!) of persons whose advertisements will on no account be accepted, and in another column are the reasons why, some of which are:

Delay in dealing with orders (a frequent cause of black-listing).

Goods inferior.

Readers' complaints disregarded.

Cash investments as condition of employment.

Preparations containing dangerous drugs.

No balance sheet issued (insurance offer).

Managing Director formerly controlled doubtful company.

Snowball system of selling things for prizes.

Offer of lessons from great singers on "special terms."

Trial samples at exorbitant prices.

Unsatisfactory dealings with customers.

Mushroom firm with name likely to be confused with great house of international reputation.

Misleading phraseology.

No facilities for supply on big scale advertised.

Hair preparation with injurious ingredient.

"Bucket shops."

Goods embodied special features claimed, but main fabric rubbish.

We have, in addition, another long Black List of certain classes of advertisements which are automatically refused, whoever offers them. In this category are to be found announcements which offer to "cure" maladies which medical science declares to be incurable. Less blatant advertisements, which only promise relief, are subjected to very close investigation, and are refused nine times out of ten.

Betting advertisements are as rigorously excluded as those of brokers who are not members of the Stock Exchange. The Advertisement Departments of the Associated Newspapers have at their disposal, and regularly make use of, the services of specialists in all kinds of products. In practice they form a jury of experts—medical experts, experts in boot manufacture, experts in clothing, and so on. To them are submitted samples of any goods which are open to doubt as to quality or suitability for public distribution. While these goods are being analyzed or examined, independent inquiry is made as to the standing of the would-be advertisers, their resources, and the sort of premises from which they operate. Money-lenders are also under the ban, as in England they are usually sharks. Offers to sell land abroad are also excluded, except under adequate guarantees such as in the case of Government Departments.

In another category altogether we discovered a man who professed to teach people how to build up a big mail-order business, and sold his pupils all manner of goods so that they might profit by their experience! He went on the Black List, and his method of trading made an interesting addition to the General Ban.



All these restrictions, you will understand, are made with two objects only:

- (1) to protect our readers from fraud.
- (2) To secure the maximum results for honest advertisers, whose publicity would suffer, and whose goods would be discredited, by any kind of association with tricksters.

As a further indication how thoroughly we put this policy into practice at the *Daily Mail*, let me give a few more typical examples of "barrage":

No "Recipes for Sale."

No advertisements from trade sources masquerading as private offers.

No "Adoption" announcements.

No books or periodicals of suggestive character.

No "Apartments" which forbid children on the one hand or specify "no restrictions" on the other.

No "Personal" advertisements making promiscuous appointments.

No matrimonial advertisements; careful watch on "House-keeper," "Gentleman," and "Widower" announcements.

No "Shares for Sale" unless previously offered through a Prospectus.

No such wording as "No questions asked," or "Portion of lost property can be retained by finder," etc.

No private enquiry agents, massage establishments, beauty specialists, and the like.

In the department for which I speak we edit advertisements as carefully as we edit news. Our method is even more drastic, for our remedy is more often to reject than to amend.

#### LITERATURE AND ART IN ADVERTISING

BY H. DENNIS BRADLEY

*Pope & Bradley, London*

CLOSELY allied as are the peoples of the United States and Great Britain, it is absurd to imagine that one identical style of advertising copy is suitable in both countries. Such copy would lack atmosphere both in phraseology and in mentality.

The Britisher is peculiarly insular. He is not readily inclined to accept anything that is new.

His forefathers were bred on crusted port in a surrounding of crusted institutions, and the generations they begat were prone to accept a crusted tradition in preference to the virility of any new force.

That is why it is only in the last few years that the aristocratic Britisher has overcome his strange and illogical prejudice against advertising. Little more than a decade back it was regarded as bad form to patronize a firm that advertised.

That prejudice is being broken down gradually and advertising is assuming the dignity of a profession and the attributes of an art. Necessity being often the mother of revolution, to trade has now become a fashionable vogue amongst even the most exclusive of English social sets.

It is a significant change of perspective, this sweeping away of hypocritical and snobbish prejudice which has existed for centuries; this acknowledgment of the dignity, the artistry, and the essentiality of the trader. And this revolution in British thought and attitude has been brought about chiefly by advertisement.

The twentieth century will witness the greatest era of commercial progress that civilization is capable of conceiving. The present unsettled condition of the world we must accept as the material aftermath of war, and hence regard it as a passing phase.

Commerce may be likened to an industrial phoenix, which, having consumed itself in a world conflagration, is already arising from its ashes a new and greater force to control the destinies of man.

But advertising has advanced little beyond the barbaric stage.

Not only is much advertising copy entirely uninspired, but the literary—I can find no other word—style is by no means as praiseworthy as the commercial intent.

That is because few men of letters have been induced to write advertisements. The subtlety of the psychology of advertisement writing is neither appreciated nor understood.

There is too much reliance placed upon the first elementary principle, which is to attract attention at all costs, but the



genius of advertising is to create an "atmosphere"—to urge on the imagination of the reader.

Generally speaking, one feels that there is far too much dull and senseless reiteration. Such reiteration is reminiscent of the clown banging the cracked drum outside the country booth, with his perpetual cry of "roll up, roll up, roll up!"

The oft-repeated advertising copy, however well it may be phrased, soon loses value and is ignored. Constant repetition renders it a travesty to progress, and after a while it represents merely the grinning spectre of waste.

If my criticism appears to be severe it is because I consider that advertising is a great profession, and as such it should be judged from the highest literary and artistic standards.

The pictorial side of advertising in England is decades ahead of the literary, or copy, side, the reason being that painters are always far more free from the chains of convention than writers.

Art is art whether the work is printed in a newspaper or on a hoarding, or exhibited in the Royal Academy or the Paris Salon. Great British artists have painted and are now painting pictures for our advertisements, but great writers are not yet writing the matter for our texts.

I foresee the time, however—and that in the immediate future—when into the vortex of commerce, because of the fundamental instinct to live, will be swept our great writers.

The copy of to-morrow will be written by men of genius—representatives of literature, and with the help of great painters there will be born a new great public garden of art.

This is no fanciful vision; it is a simple, logical forecast. Let us for the moment shelve the artistic argument and glance at my forecast from a materialistic standpoint. On each individual advertisement thousands of pounds are paid for its publication. The literary copy is of paramount importance, and every line should be even more carefully studied than the dialogue of an epigrammatic comedy.

When, at a great price, the blank spaces in the newspapers and magazines are purchased by the advertiser, they should represent to him the canvas upon which the artists of both pen and brush may tell a golden story.

The public should be intrigued by the literary and artistic

appeal to search the papers for the latest announcements, instead of idly turning the pages and finding them by chance.

The standard we should aspire to is that the advertisement should be the most witty and subtle page in the paper in which it appears.

It should be as virile as Adam and as seductive as Eve.

Its freshness and originality should challenge comparison with the editorial pages, and if it compares unfavorably it should be judged a failure. It should represent the caviare of the journal in which it appears and as such be consumed first; that is, when the mental palate is clean and not surfeited with a conglomeration of literary dishes.

It will be to the inestimable benefit of the profession of advertising when a higher standard of literature in copy writing is attained.

At the Royal Academy Banquet the Prince of Wales before a very distinguished company made a splendid plea for a better display of art on the hoardings. He expressed the desire for a higher standard of art to be exhibited in the painting of posters. Such a plea coming from him to the painters of Britain was a unique tribute to the importance of advertising.

Advertising is the new world force lustily breeding progress. It is the clarion note of business principle. It is the bugle call to prosperity. But great force as it is, advertising must seek all aid from literature and art in order that it may assume that dignity which is its rightful heritage.

#### BUILDING A ROOF OVER ADVERTISING

BY CHARLES HENRY MACKINTOSH

*President, Mackintosh Advertising-Selling Service, Chicago*

THE English-speaking peoples of the world hold in common many proverbs, epigrams, axioms, and aphorisms, among them this: Competition is the life of trade.

All proverbs and aphorisms have a sound basis in truth, or they could not have attained to common usage; and none can question that, without competition, Trade would tend to retain ancient practices forever; obedient to that law of Inertia, which



tends to keep moving things moving with the same force and direction, and resting things peacefully at rest.

To the manufacturer of long standing, supplying a well-defined field with the machinery of its craft, for example; there is little inducement to discard old models, and the large investments in drawings, patterns, dies, jigs, templates, and all the special machinery for producing those old models, so long as no aggressive competitor enters the field with an improved product.

To the old-established retail concern, sleeping soundly upon the pillow of its past, warmly covered with a comfortable balance-sheet, the young and aggressive competitor, with his better stocks, better displays, better advertising, and better salesmanship, comes with all the clamor of the very largest of alarm clocks.

Yet they are not *dead* who sleep; and perhaps it would be more exact to rephrase the ancient aphorism, "Competition is the life of trade," thus: "Competition is the *tonic* of trade."

Now tonics, mental or medical, are very necessary at times; but, carried to excess, the remedy may be worse than the condition it came to cure. Most heart tonics, for example, contain a percentage of strychnine because it possesses the property of quickening the action of the heart; but an *overdose* of strychnine usually kills the patient!

So it is with all tonics, including the tonic of Trade; good, up to a certain point; beyond that, they harm rather than help.

It is the realization of this truth which is gradually substituting for the older aphorism, "Competition is the life of trade," the newer, truer, more modern aphorism, "*Coöperation* is the life of trade."

The Era of Coöperation is the dawn of a new era in human affairs, bringing ever-increasing coöperation between employer and employé; witness the growth of sound welfare work; coöperation between employer and employer, and between whole industries; witness our myriad clubs and associations; coöperation between states; witness the federations of North and now of South America; coöperation even between nations on a scale never before visioned in history; witness the World War, and the World League which were and are and must be its inevitable culmination.

Such conventions as those of the A.A.C. of W. and the con-

ventions of the World's Chambers of Commerce, are signs unmistakable of the trend of the times toward the Era of Coöperation, among men, among businesses, and among nations.

In the light of this new Era of Coöperation, let us see to what degree the business of advertising is in accord with the spirit of the new times.

Advertising, while the youngest of the great applied arts, already has innumerable divisions, each almost entirely distinct from all the others in its methods and practices. The director of advertising to-day may select his avenues of approach to his buying public from amongst no less than fourteen entirely distinct media:

He may use *newspapers*, daily or weekly; he may use *magazines*, quarterly, monthly, bi-monthly, or weekly; general in appeal, or appealing specially to men, to women, or to children; he may use *business papers* of all types, to all trades; he may use *farm papers*, or *the religious press*; he may use *theatre programs*; or *directories*; in the outdoor field, he may use *posters*, or *painted displays*, or *signs*; for the promotion and conservation of goodwill, he may employ *specialties*, or *premiums*; the *silver screen* of the "movies" is now at his service; and then there are all the avenues of *direct-mail advertising*—letters, cards, folders, booklets, broadsides, house-organs, and catalogs.

In making his selections amongst these various media of advertising the wise advertiser to-day knows that he must depend largely upon his own experience and judgment, checked up against as much of the experience and judgment of other advertisers as he can collect from the pages of business periodicals and books; or from attendance at conventions such as this.

He knows that he cannot expect unbiased and unprejudiced advice about other media from representatives of any one of the fourteen, since human nature is still doing business at the old stand which she has occupied since the evolution of Man.

It may be true that the days of offensive competition have yielded to a state of armed neutrality between media; perhaps the newspaper no longer attacks the magazine, or the magazine the newspaper; perhaps neither openly discredits the use of outdoor advertising, or of direct-mail, as a means to consume an appropriation which is always too small, no matter how large it may be; but, even admitting the truth of that questionable



condition; admitting that the hand of each medium is not *against* all the others; still, certainly it is not *for* it; and a great Authority has said "They that are not for Me, are against Me."

And yet it is a truth to which every intelligent and experienced advertising man must subscribe, whatever medium of advertising he may happen to represent, that each of the fourteen media mentioned fills its proper segment in the circle of RESULTS, and, after all, the success of all advertising is bound up with the success of individual advertisers, is it not?

Many a campaign has failed, reacting unfavorably against all advertising, because the advertiser did not know that there was more than one room in the house of advertising available to his occupancy; and so, having a fourteen-room house at his disposal, he piled all his possessions in only *one* of them, consuming its limited supply of the oxygen of sales until it was exhausted, and his campaign died of suffocation!

There is not enough COÖPERATION between the media of advertising. There never has been enough; there never can be too much. Coöperation is the very life-blood of a business like ours, in which one form of advertising plays so directly into the hands of others to produce an ever-increasing volume of results.

The newspaper, the magazine, the business press, direct-mail—every medium serves to multiply the value of all the others, when properly employed in an inter-locking campaign. We *know* that to be true; you know it, and I know it; but knowledge is of no practical value until it is translated into the language of ACTION.

What can we *do* about it? What can we do to cut doors through the fourteen rooms in the house of advertising, and to build a roof over the whole?

The first action has already been taken. You see its product in the National Advertising Commission. That body throws a common roof over all the dwellers in the house of advertising; not only the fourteen producing factors therein, but also over the advertising agents, national advertisers, Church advertisers, community advertisers, financial advertisers, and the retail advertisers. It provides a common meeting place in which the relationships of all media may be fostered, and the differences dissolved away.

Through the setting up of Standards of Practice for each of

its twenty-two departments, Standards consisting of definite *pledges* to sustain the best interests of *all* advertising, it is helping to forward an era of coöperation in advertising which may be summed up in the familiar phrase, "One for all, and all for one!"

That it will succeed, and grow, and prosper, is certain; because it is in harmony with the success, the growth, the prosperity of our age—the newly dawning age of Coöperation.

### THE NEW VISION IN COMMUNITY ADVERTISING

BY CHARLES F. HATFIELD

*Secretary and General Manager, St. Louis (Mo.) Convention Publicity and Tourist Bureau*

DURING the past four or five years thoughtful men have come to recognize that selling a city or selling territorial attractiveness is just as practical as selling hardware or any other commodity. And as evolution has developed in thought, similar change has attended community advertising activity.

For several years community advertising interest especially attached to the small town, crystallized in "The Neosho Plan." But cities, states, and vast population sections, have recently been increasing their use of advertising to the end of industrial and civic growth. Indeed, the American Travel Development Association for five years has been developing a basis on which it is hoped the Government will appropriate at least a million dollars as a preliminary sum for selling the United States to itself.

A recent survey undertaken by the Community Advertising Department, although thus far incomplete, shows that in about sixty-five cities the commercial organizations, publicity, civic, and tourist bureaus, employed nearly \$800,000 in advertising, of which more than \$100,000 was used by municipalities or state governments. Estimates from the same centers for this coming year show that more than \$3,000,000 is to be centered on advertising, of which about \$400,000 will be employed by municipalities or state governments.

Word just received by the Community Advertising Department says that Oregon, Washington, and the Province of British Columbia by legislative action have authorized an expenditure of \$150,000 to advertise jointly the resources and tourist advantages of the United Pacific International Northwest country.



I do not doubt but that the next year or two will see not less than five millions annually allotted to community publicity. It is becoming more systematized as to method, and the principles are now rather well understood. The importance of this phase of advertising is better appreciated and there is less difficulty in gaining appropriations from public funds even when it becomes a percentage on taxes. Why, indeed, should a city not tax itself to advertise itself as logically as it taxes itself for the support of libraries, art museums, zoölogical gardens, and the like?

Many cities have been developing what we have termed "The Baltimore Idea," first given recognition at the meeting of the Community Advertising Department in St. Louis in 1917. The president of the Baltimore Advertising Club at that time showed how Baltimore had used \$25,000 in advertising to tell not what they had, but what they wanted—sending this message to many industrial centers such as advertising for automobile industries in Detroit; for rubber industries in Akron, etc.

Shortly after St. Louis appropriated \$25,000 from the city budget through the coöperation of Mayor Kiel and other influential men, another \$25,000 was raised by St. Louis business interests through the Advertising Club and the Chamber of Commerce. This has been repeated each year since in a definite program to sell St. Louis. It has not only brought millions of dollars of industrial development, but has helped sell St. Louis to itself. It was largely through an intelligent publicity campaign that St. Louis in 1923 broke all records in passing by a large vote an eighty-seven-million-dollar bond issue, stimulating other cities to do likewise.

Another step taken by St. Louis was to use the motion picture in an elaborate historical film called "The Spirit of St. Louis," created through the public spirit of certain St. Louis citizens who raised a fund of \$30,000 for that purpose. The St. Louis Chamber of Commerce expended about \$20,000 on another motion picture of its civic, commercial, and industrial life and this picture has been routed throughout the world.

New Bedford did a similar thing when it raised a \$100,000 fund to develop the picture "Down to the Sea in Ships," not a commercial or an industrial advertising picture, but nevertheless a great advertisement for New Bedford and New England.

For many years the chief purpose of community advertising has been to attract tourists because of certain scenic or climatic elements; therefore the West is doing at least 75 per cent. of this kind of advertising. But other sections are active, particularly Florida, the Carolinas, Mississippi, and Maine. The Great Lakes region and the Ten Thousand Lakes of Minnesota have not been slow to use advertising resultfully. Moreover, organizations are becoming active in behalf of states. California, Inc., has raised \$400,000 not directly as a state movement but for a program of state promotion. Missouri recently organized the Missouri Association, to advertise the state. Similar movements have been inaugurated in Georgia, Mississippi, Alabama, Maine, and other states. And one significant feature of community advertising is its relation to all advertising mediums for practically every medium becomes a logical factor in community advertising campaigns—newspapers, magazines, outdoor display, screen, direct-mail, class, trade and technical publications, even radio.

We of the Community Advertising Department have recognized that the larger success of its use for advertising could be gained only as we adopted and observed certain standards of practice. These standards have now been crystallized in the form of a pledge and will constitute our future platform of activity. They are:

With a view to promoting the most effective use of publicity in the promotion of our respective cities; we, members of the Community Advertising Department of the National Advertising Commission of the Associated Advertising Clubs of the World, have adopted, and hereby pledge our allegiance to the Principles and Standards of Practice hereinafter set forth:

1. We pledge ourselves to maintain and forward the "Truth in Advertising" work of the Associated Advertising Clubs of the World, to the end that all advertising may be made more efficient.
2. We pledge ourselves to complete coöperation with all other Departments of the National Advertising Commission, through full use of our privileges of representation therein, to the end that organized advertising may have greater power to prevent and control abuses which would tend to bring the whole or any part thereof into disrepute.
3. We pledge ourselves to complete coöperation with our fellow-members of the Community Advertising Department, to the end that community advertising may attain maximum efficiency for our respective cities.
4. We pledge ourselves to abstain from all claims as to locational advantage in our advertising which have not been substantiated by adequate surveys of commercial and economic conditions.



5. We pledge ourselves to abstain from direct destructive comparisons with other cities, whether in printed advertising or through the spoken word.

6. We pledge ourselves to the upbuilding of our own cities, not along physical lines, but also mentally and morally, to the end that constantly greater advertising value may be created to uphold our community-building work.

7. We pledge ourselves to the upbuilding and development of the territories immediately surrounding our respective cities, as an important part of our work of creating greater community centers.

8. We pledge ourselves to devote a reasonable proportion of our advertising efforts to the full awakening of community consciousness amongst the citizens of our own cities and the residents in our adjacent territories; to the end that much negative advertising, largely of an automatic nature, may be eliminated, and constructive, conscious coöperation substituted therefor.

9. We pledge ourselves to oppose with all of our influence and vigor the efforts of Communists or Organizations in our communities aimed at the destruction of our respective constituted governments, and our loyal support to those in authority in their efforts to maintain the established Government.

10. We pledge ourselves, individually and collectively, to abide by the spirit and the letter of these Standards of Practice, as the first obligation of membership in the Community Advertising Department of the National Advertising Commission of the Associated Advertising Clubs of the World.

#### APPLYING "THE CASE METHOD" TO ADVERTISING STUDY

BY GEORGE W. HOPKINS

*Chairman, Speakers' Bureau Committee, A.A.C. of W.*

WHEN the Speakers' Bureau of the Associated Advertising Clubs was planned, we concluded that just as the case method is valuable in the teaching of law, so would it be valuable in the study of advertising. So, in obtaining names of speakers and in suggesting their line of talk, we have sought to give Club members a complete picture—the story back of the company which was advertising, the advertising story itself, the sales plan that supported the advertising, and the results—and all this through a speaker from that business who could give to the Advertising Clubs a basis for analysis at future meetings and deductions of advertising truth and facts.

We approached men who we knew could present a real business story, not fiction, not what they thought, not what they had read. Two hundred and fifty presidents, general managers, advertising managers, and other important executives responded, sent us their own route lists and we placed them for talks before Advertising Clubs in accordance with their routes.

When a man reaches a city where there is an Advertising Club, while on a business trip, we connect him with that Club. And now 450 speakers are on our lists. It is a tribute to the coöperative spirit of these men that they appear before Advertising Clubs on a volunteer basis, because we pay nothing for expenses or hotel bills. We have, however, been able to say to these business men that our Advertising Clubs are headed by business men, too.

As a result, we have been enabled to give the Clubs practical, interesting speakers; we have assisted the Clubs in increasing attendance, and, in reality, through the Speakers' Bureau members of the Advertising Clubs are gaining a university training.

Men are making these talks who could not be hired with money and yet they are available at the call of the Clubs whenever the speakers' routes carry them into Club cities.

#### TRAINING THE COMING ADVERTISING MEN

BY PAUL T. CHERINGTON

*Chairman, National Educational Committee, A.A.C. of W.*

CONTINUING the work mapped out by its predecessors, the National Educational Committee has added certain new work, in the ambition to provide substance of practical value to Advertising Club members.

Two courses formerly offered by the Committee have been continued:

1. The course based on Alex F. Osborn's book, "A Short Course in Advertising," published by Charles Scribner's Sons for the Associated Advertising Clubs in 1921, and

2. The Retail Salesmanship Course, based on Ruth Leigh's "The Human Side of Retail Selling," published by D. Appleton & Co., for the Associated Advertising Clubs in the same year. These courses are still in demand by the Clubs and have proved a source of inspiration and instruction in both large and small classes. This course has been used with great success by many of the Clubs. The club in Fargo, N. D., for example, gave this course during the past year with 250 students enrolled.

The new courses developed by the Committee have all been constructed with two general underlying ideas: First, that they



should be short, not more than six or eight sessions each; and second, that they should be capable of being given in very simple form if that were desired, or capable of elaboration into more detailed studies if local conditions made this desirable and possible. Moreover, the new courses worked out have been of two distinct types, one group being of fairly general interest and application, and the other more highly specialized, to be worked out in collaboration with the department concerned with that type of work.

The first of the new courses was that on Direct-Mail Advertising, worked out by Robert Ramsay, a member of the Committee, the author of "Effective Direct Advertising," and of a series of articles on this subject which has appeared in the *Inland Printer*. The course drafted by Mr. Ramsay presents in compact form many references to the more detailed material in his earlier publications, but in a form adapted to intensive class study. The first edition of the Ramsay course was exhausted within two weeks of the announcement that it was ready, and the indications are that it will be widely called for by the Clubs during the coming year.

The second of the new courses is one of the more general type—a course in Show-Card Writing prepared by John H. De Wild of St. Louis. A new book, "Elements of Show-Card Writing," has been prepared by Mr. De Wild and incorporated much material used by him in a course at the Minneapolis Y.M.C.A. and a similar course he has been conducting this year in the Advertising Club of St. Louis. Through the courtesy of the Ely & Walker Dry Goods Co. of St. Louis, many plates have been incorporated in the new book which have been demonstrated to be of great value in helping retailers prepare for window and counter display show cards prepared by methods insuring their decorative and utilitarian value.

The third new course prepared by the Committee for the year and now ready for distribution to the Clubs is a course in the Language of Business. This is a short series of lessons in English based on a new book, "A Manual of English for Business," by Robert Winternitz of Boston, and published for the Associated Advertising Clubs by the A. W. Shaw Co. of Chicago, and a limited number of other widely known standard text books on English Composition. It is designed to make the principles

underlying the writing of clear English so simple that even a few class sessions will help business men to a better command over their chief business instrument—their native tongue. The course as outlined may be conducted profitably in the smallest club in the country, or may be adapted to profitable work by a large class.

A fourth course on the underlying principles of typography based on a book by the late Benjamin Sherbow has been prepared and is available for such clubs as can use it.

#### DEVELOPING THE TRUTH PROGRAM

BY HARRY D. ROBBINS

*Chairman, National Vigilance Committee, A.A.C. of W.*

IN PASSING from unscientific to scientific understanding, advertising developed a consciousness for Truth, until to-day it is one of the most conspicuous factors in business. The business or profession of advertising has been a matter of evolution.

First came the early or unscientific period, when all sorts of ideas prevailed and fraudulent advertising was everywhere countenanced. Next, beginning about 1893, we passed through the semi-scientific period where evils were being defined and standards were in the making. In 1911, with the adoption of the standard of absolute truth at the Boston Convention, there began the scientific period. Some business enterprises, through opportunism involving unfair profits and deceptive practices, have shied at ethics, and have been false and unfair in their advertising appeal. "Let the buyer beware" may have been a necessary slogan involving the instincts of self-preservation when business was whim, caprice, and greed, that is, unscientific, but with the sweep of scientific thinking into the affairs of daily business, conscience began to find expression. The day dawned when it was evident that advertising must be wholly truthful. The reason is fundamental and economical. All selling is based upon the confidence of the buyer. Advertising, which is the most potent agency of sales, depends upon reader confidence to the extent that confidence is deceived and destroyed, the productivity of all advertising is affected. In plain dollars and cents, you get more for your advertising money in proportion to the reader confidence you command. Just as



the ball team is weakened by a poor player, so is all advertising affected by that which is false.

So the Associated Advertising Clubs of the World put laws on the statute books and organized the National Vigilance Committee to make those laws effective. Since 1911, the process of evolution has continued. What then was advanced as theory and predicted, is to-day accepted and proven. Now, as then, the Association is vigilant in stopping fraud and punishing the guilty, but the work is much broader than that. A movement of such virile character struck to the fundamental bedrock of all advertising, all merchandising, all right-minded business. No business structure can endure that is built on an insecure foundation. No sales policy is permanently beneficial that has its roots in deception. Thank God that the advertising men of America early saw the naked truth and had the courage to take a bold stand, had the wisdom and strength not to be satisfied with a mere gesture or the punishment of its criminal class. That phase of the work is but incidental.

Our concern is with the reformation of evil practices that are not intentionally bad and which have only to be understood to be abandoned. It is for this reason that our local field work is carried on under the title of Better Business.

To-day we have an efficient staff of trained workers at the headquarters of the National Vigilance Committee in New York. The work of this staff reaches out into every part of the country dealing with national cases, coöperating with the various bureaus, committees, and organizations that make up the system. In forty leading cities, we have efficient local Better Business Bureaus under experienced men, devoting all their time and energy to the protection of the truth-in-advertising standard in their respective communities. This mighty organized force is handling a tremendous volume of work and its influence for the betterment of advertising has attained to weighty proportions. What it says and does commands confidence, because the business world knows that the organization deals with facts, not theories.

In the fraud department, for instance, the most conspicuous achievement the past year was the extensive investigations conducted in Texas, resulting in the indictments, through the coöperation of the Federal authorities, of ninety-two fraudulent oil-stock promoters.

One of these was Doctor Cook, who was no more successful in discovering oil than he was some years ago in discovering the North Pole. Doctor Cook is a man of original ideas. He conceived the plan of merging defunct companies that others had promoted. Instead, therefore, of owning shares in a defunct company, you could turn them in, of course adding some additional cash, and receive in exchange shares in a consolidation of defunct companies. He formed the Petroleum Producers' Association of Fort Worth, Texas, which was a merger of over 200 oil companies, nearly all defunct. Three officials of the General Lee Development Company were among those indicted for fraudulent use of the mails. The Lee who figured in this company as a descendent of the Confederate leader received \$12.50 a week for the use of his name. He had formerly been janitor of the State Capitol of Boise, Idaho, and was no relation of the Lees of Virginia, as they testified in the trial.

Word comes from Fort Worth that the three men indicted in connection with the General Lee Development Company have been dealt with as follows: Charles Sherwin and H. H. Schwartz had been sentenced to serve ten years in the Federal Penitentiary and pay fines of \$15,000 each. Lee has been sentenced to serve two years in the penitentiary and pay a fine of \$6,000. It is a significant fact that the coöperation of the Press with our work has developed to the point where these fraudulent oil promoters had found it increasingly difficult to procure publication of their advertising and they have accordingly resorted to the creation of their own newspapers with which they have flooded the mails.

The truth-in-advertising movement is a great cause that advertising men and women have developed, and of which they have just reason to be proud, since the business world and forces of government concede the soundness of its conception and the beneficent results of its operations.

#### APPLYING THE NEOSHO PLAN

BY GURNEY R. LOWE

*Director of Smaller City Club Extension, A.A.C. of W.*

WHEN you base an appeal on the dollar, you gain immediate interest. Our Neosho plan of coöperative retail advertising,



merchandising, and community development, for a good many years has been delivering that dollar to those interested, who devote a bit of time, energy, and some of their own money to it.

Lack of understanding on the part of business people toward each other, toward the man on the farm, meant a loss of trade to our people in Neosho, Mo. Things demanded correction; business was going away from us—to near-by larger cities—to the mail-order man. It meant effort must be made to keep such business at home and not on any basis of "town loyalty" but kept at home through good merchandise, superior service, and equitable prices. And, above all, we found we had to tell the people about it. Rural towns are often too well supplied with a group of storekeepers that don't advertise, but wait for country people to come in and discover what there is to sell; all the while the mail-order man being on the job. Neosho felt that coöperative effort was necessary, and through the means of a coöperative sale monthly this end was achieved. At this time all merchants participating are treated exactly alike; assigned the same amount of space on the sales sheet; the same style of display in the advertising, and entitled to feature a maximum of two articles of a non-competitive sort as leaders for procuring the business.

Merchants' advertisements are grouped into a double-page spread, and printed broadsides of this advertisement are produced in sufficient quantity to cover not only the actual trading territory but an extended region not regularly served by the town. The mailing list is created by actual contact—that is, the business people themselves covered their rural roads armed with broadsides and 3 x 5 index cards. Farmers were called on personally and asked for information from which the index card was filled in. It required some twenty-five automobiles to cover the territory.

One such sale is held each month, on Monday, and it is readily apparent that an array of sixty to eighty separate merchandise offerings on the part of at least half that many retailers would enable economies of considerable attractiveness to customers, and coupled with this appeal is the "crowd" psychology, which impels people to go where many others are gathered.

It must not be presumed that the Neosho Plan is a matter of selling alone; coöperative selling doesn't attain the success of the

Neosho Plan entirely. Other things contribute helpfully, first of which is the community auction sale, where the farmer is afforded a place for the exchange and selling of those things on his farm for which he has no further use; used implements, articles from the home, and live stock. Too often there is no opportunity to dispose of such things. The town people provide a means for this selling and buying; and they incidentally put across to the man on the farm that they are interested in him from an unselfish angle. In other words, this feature of the plan is designed to make the farmer feel that the man in town has some other interest aside from eternally trying to sell him something. That it pays is evidenced from the continued use of this feature; not only in Neosho but in all the towns where the Plan succeeds.

Another element contributing to the success of the Neosho Plan is the rural meetings with the farmer folks. At stated intervals during the warm months the business folks of the town devote an evening, in a body, to the meeting with the rural people right out on the farm. A cold lunch is taken, the neighbors from all 'round are invited to meet with us, and the Neosho visitors get acquainted with the visitors in a personal sort of way. This isn't an open picnic, for the people attending are personally invited for the evening. By meeting the farmer right in his own bailiwick we get to know him by his first name, admire and interest ourselves in whatever is of interest to him; have speakers on topics pertinent to that particular neighborhood; conduct community singing and do not in any manner refer to business nor to the fact that maybe some of his buying is done through the mails. A "good-will" meeting best expresses it, for it is really that.

To secure farm trade and hold it has ever been a perplexing question and is to-day worrying thousands of retailers all over the country; but it is not worrying Neosho, or scores of similar towns over the country that have seen what Neosho has done and are doing likewise. It isn't easy; success isn't to be had by wishing; it takes work.



## II

### SIDE-LIGHTS ON RETAIL ADVERTISING

*How national advertising creates need for the local store—Chain store forcing retailers to more efficient methods—Humanness of appeal attracts more customers—Better design insures more resultful advertising—How store personality wins trade*

#### NATIONAL ADVERTISING—THE LOCAL STORE BUILDER

BY C. C. PARLIN

*The Curtis Publishing Co., Philadelphia*

**A**S A RESULT of national advertising and metropolitan congestion, outlying department stores are growing more rapidly than the downtown stores. Cheap transportation was a large factor in building business for downtown stores. To-day transportation congestion operates against them. People prefer to buy what they can in the suburbs where the stores are more readily reached and automobiles may be parked.

Another factor in building downtown stores was the stores' advertising. Suburban stores drawing patronage from limited areas did not feel able to use metropolitan papers—and the downtown stores had the exclusive use of the city newspapers to build reputations for themselves.

The development of national advertising, however, lessened the importance of this advantage. The suburban store, by becoming known as the place where nationally advertised goods can be obtained, capitalized on the advertising of the great national media, and the national advertising of manufacturers' brands proved more powerful than the promotion of a store's private brands in local media.

Many of the larger department stores which had entrenched

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themselves with their private brands were slow to turn to the nationally advertised manufacturer's brand and suburban stores were allowed to enjoy exclusively the advantage of selling many of the advertised lines.

To illustrate, let us suppose that Mrs. Jones, reading a national periodical, comes to desire a certain advertised article. She tries to think where she can find it, and naturally her thought turns to the largest department store which has long advertised the completeness of its stocks. At considerable inconvenience she travels down town, struggles with the crowds and braves the dangers of the downtown traffic, only to find that the store does not carry the line and she is obliged to content herself with the store's substitute brand.

Later, passing her suburban store, she sees the very article she had desired displayed in the store's window.

A second time her reading in a national periodical creates desire for certain merchandise. Again she braves the inconvenience of a trip to the big store, again she has to be content with the store's substitute, and again on entering her suburban store for a spool of thread she sees the article she had desired on the counter.

The third time her reading creates desire for a manufacturer's brand she thinks of her suburban store and, to her delight, finds that the suburban store has the desired article and commends it to her with enthusiasm. Mrs. Jones comes to rely on this suburban store for advertised brands and gives them a rapidly increasing share of her trade. The big store wonders why Mrs. Jones's entries on their ledger grow less, but blinded by its pride in its own brands and confident of the power of its own local advertising fails to see that the reason for loss of trade is that it failed to carry the goods for which national advertising created a demand.

Some progressive downtown department stores have seen the advantage of carrying and promoting the sale of nationally advertised merchandise and the growth of some of these stores has been phenomenal.

In strictly shopping lines, high-priced goods in which the style of the particular piece of merchandise must be adapted to the individual use for which it is purchased, the downtown stores easily hold the trade. In convenience goods, and in the semi-



shopping lines, the outlying stores show a greater percentage of growth.

To meet the advantage of the suburban store, the downtown store apparently will need to carry the advertised brands and develop easy methods for ordering by telephone and mail.

#### RETAILING NEEDS NEW METHODS

BY ROGER W. BABSON

*President, Babson's Statistical Organization, Wellesley Hills, Mass.*

THERE are a million and a half retailers in the United States to-day. Of these 100,000 are doing a profitable business; 400,000 more are doing a fair business, but a million retailers are barely struggling along. Those who are not operating at a loss are merely getting day wages, and small day wages at best. Several hundred thousands would be better off if they were bricklayers or plasterers; that is to say, they would be better off as bricklayers and plasterers if they continue to do business as they are doing it now.

Yet the retailers of the country bear the same relation to the country's industry as common soldiers to an army. The prosperity of the country is ultimately dependent upon the efficiency and prosperity of the retailers. The producers of raw materials are dependent on manufacturers; the manufacturers are dependent on the jobbers, and all three groups are dependent on the retailers. The retailers are the neck of the bottle.

Some say that there are a million too many retailers, and would eliminate several hundred thousand of them. Perhaps so, but I doubt if this is the best solution. It lies rather, not in eliminating a million retailers, but in showing them how to work efficiently in order to be of the greatest possible service. This is the great task facing American business men to-day, and in this task the Associated Advertising Clubs of the World should take the lead.

Retailers are already in a mood to help any such movement. They see the chain store slowly but steadily approaching to swallow them up. Every year their net income grows smaller and many see bankruptcy staring them in the face. Thousands every hour ask themselves the question: "Shall I continue to

fight the battle or shall I sell out?" I frankly tell these men to continue to fight. In this fight, however, I should adopt many of the chain store's features; I should endeavor, as a retailer, to operate along chain-store lines, but maintain my own independence, keeping in mind the fact that the chain store has its troubles ahead. Now they are free from labor-union troubles, but sooner or later the chain-store employees will be organized. Before long our state legislatures will enact laws relating to chain stores and their operations, and it will be only a short time before the public will awake to the dangers of the chain store.

If a retailer, I would give more thought to coöperative trade movements and to trade associations. A man can keep his independence and at the same time learn to coöperate and work with his competitors. Trade associations have been abused rather than used. Associations of retailers have been formed more for social purposes or for the sake of maintaining prices than for the purpose of buying efficiently and rendering service. The future of the retailer lies in keeping his independence and at the same time coöperating to the fullest extent with his competitors in connection with purchases, credits, and service.

If a retailer, I would trust freely for thirty days, but rigidly enforce monthly payments, refusing further credit to any one who did not pay on the tenth of the month following the purchase. Credit extended for thirty days as a matter of convenience to those who can pay is all right, but credit extended to people who have not the money with which to pay is all wrong. An examination of mercantile failures shows that losses through charge accounts have been the great rock which has wrecked most retailers.

If a retailer, I would invest my money in concerns from which I purchased. For instance, if a grocer, I would invest my savings in stock of the Quaker Oats Company, the Procter-Gamble Company, the National Biscuit Company, the American Sugar Refining Company. Yet the average grocer to-day, if he has any spare money, buys mining stocks, oil stocks, and other stocks about which he knows nothing. I would go even further, and buy stocks in some of the chain stores. If the grocers of the country would only wake up to their opportunity and put their savings for a few years into chain-store stocks they



would in a short time own and control this monster which they now dread.

If a retailer, I would try to sell goods as cheaply as possible, keeping constantly in mind that I exist only as the servant of the consumer, as his agent. In the old days the retailer did not exist. When our ancestors wanted a pair of shoes they went to the man who made them. Finally there came a time in those days of the guilds when someone convinced our ancestors that it would be cheaper to let a middleman do the buying for them. Thus the middleman started, not as an agent for the manufacturer or jobber, but as an agent for the consumer. Most of the great merchants of to-day got their start in this way, beginning with packs on their backs, then getting a horse and wagon and finally a little store, until to-day their great mercantile establishments cover entire blocks. If a retailer, therefore, I would keep in mind that I am working as the consumer's agent, to get goods for him as cheaply as possible. Many retailers have been put out of business by their desire to get as high a price as possible from the consumer.

If a retailer, I would advertise constantly and steadily, but I would not enter the race of space buying with my competitor, nor a price-cutting campaign. Rather, I would do constructive advertising for the purpose of distributing goods for the best interests of all concerned. Instead of thinking of myself I would think of the men who are manufacturing the goods, the farmers who are raising the product, and the railroads who are transporting the merchandise which I buy. My advertisements would be written from this point of view. In short, if I were a retailer I would not worry, but would adopt new methods, sell at fair prices, give good merchandise and better service. This is the rule by which merchants have succeeded in the past and no reason exists as to why it is not still applicable to-day.

#### TALK, DON'T ORATE, IN ADVERTISING

BY JOSEPH KATZ  
Katz Advertising Agency, Baltimore

THE trouble with modern advertising is that it reads like a book. It consists in putting together words instead of ideas.

Advertising to-day is largely a matter of formula: it suffers from "rubber-stampism," as Roy L. Durstine would say. It gets all worked up about trick ideas in borders and pictures, it declaims about simple, everyday things. It is of the age of torch parades.

It has its little set of words and pictures which it trots out every year; the White Sale with the sailboat, and the story of how it was planned months ago. The Harvest Sale, in which you reap a rich harvest of bargains. You know the rest.

I've tried to make up a list of advertising traditions similar to Irvin S. Cobb's list about the stage. Here it is: the ten funniest things that have been and are being done:

1. Women read the Sunday advertisements as carefully as "Flaming Youth," or "A Young Girl's Diary," so don't get to your merchandise too quickly. Have at least two paragraphs about circuses and winding paths and Parisian boulevards before you get to business.
2. You can't put over a sale without a big, hand-drawn figure. A newspaper has the figures of a million-dollar bank robbery the same size as the headline, but nobody sees them.
3. An ad must have a border around it. It must be labeled as an ad.
4. Always give a reason for a sale, even if there isn't any.
5. Always prove that there isn't a thing wrong with the merchandise that is reduced; then run a regular similar item below it showing up the other one.
6. On sale at 10 A. M.; nothing sent C. O. D. or on approval. That'll get them!
7. Be sure to say it's the best sale of its kind you've ever had, but don't read a dozen of the ads consecutively in your ad book or you'll phone for Bromo Seltzer.
8. Don't forget that only these words are permitted by the Advertising Writers' Union for the description of merchandise: splendid, great, finest, wonderful.
9. Don't forget that the public expects you to use "value-giving," exceptional selling;—"For months and months our buyers have searched the markets," the firms with whom we do business coöperated, making possible . . . etc.



10. The second sale ad should always start: "We expected a great response, but the great attendance of friends exceeded our fondest expectations," even if the compositor's wife does know that it was written before the sale started.

If advertisements were plays, and followed each other, the public would think that they were played from the same manuscript.

Also, there is too much reading, among advertisers, of one another's advertisements. Seeing the same set of words over and over again is like seeing so many Coca Cola signs, you almost shout it out when you want a chocolate soda.

City Hall Square, New York, furnished O. Henry with more ideas than his reading of Herbert Spencer. His phrases like "Bagdad on the Subway" didn't come from books.

Some of the crispest, freshest headlines in advertising come from the lips of customers of a store, unrecognized by any one but an advertising man with a nose for human phraseology and homely philosophy. Yet most advertising copy to-day passes up this inexhaustible source and relies on mechanical tricks for individuality. All the mechanical tricks in the world won't save uninteresting advertising, any more than face powders and lip sticks and green clay will give a girl brains.

Fiction writers don't think a lot about the kind of type their stories will be set in, the reading pages of the magazines don't try to compete with each other for the purpose of getting a reading. It is a serious indictment of advertising that three quarters of an advertising man's time is taken up with thinking of ways and means to attract attention to the message. The message is the thing! The way it is dressed up should be incidental.

I wonder whether even to-day many writers of advertising think about the sequence of their messages. By that I mean, do they ever stop to think of the effect of the continuity of what they have been saying to their readers all these years?

Get out your scrap book of advertising, if you are a retailer, and imagine the year's advertising as one continued story. How many times have you called one sale the *best* one you ever have had? Is it not within the realm of possibility that a woman remembers your story, not on a piecemeal basis as you have writ-

ten it, without regard for what has gone before and what will appear after, but as a continued story in which you have contradicted yourself over and over again with your superlatives and screaming metaphors?

"Writing at the top of the voice," as Irvin Cobb put it, put that down as a weakness in advertising. And using the same seventy-two adjectives over and over again, put that down.

I've been looking over some musty books that give the advertising of the eighteenth and nineteenth centuries, and as I look back I wonder if advertising copy to-day has improved any in interest, whether it has anything to equal the delightfully unaffected charm of that day, whether the touch of the so-called professional has added anything to it.

For example, this quotation from Sampson's "History of Advertising":

At one Mr. Packer's, in Crooked Lane, next the Dolphin, are very good lodgings to be let, where there is freedom from noise, and a pretty garden.

The advertisements in Houghton's collection of that day may appear strange to the reader accustomed to rounded sentences and glowing periods, but in the reign of William III the general absence of education rendered the social element more unsophisticated in character, so that the advertiser and editor of the paper frequently speak in the first person singular. Also the advertiser often speaks through the editor. A few specimens will give the reader a fair idea of the style then prevalent:

I know of several curious women that would wait on ladies to be house-keepers.

I want a young man that can read and write, mow, and roll a garden, use a gun at a deer and understand country sports, and to wait at table and such like.

I want a complete young man, that will wear livery, to wait on a very valuable gentleman, but he must know how to play on a violin or a flute.

Two men beg leave to acquaint the Public in general that they keep the cleanest Barber's Shop in all London, where the people can have their Hair cut for 2d., dressed for 3d., and be shaved for 1d. One of these Men can bleed and draw teeth very well; he bleeds both in the English and German manner, as well at home as abroad, and is exceeding careful. Bleeding 3d., drawing teeth 4d. There is a parlour made in the shop on purpose for bleeding and drawing



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teeth. The people may depend on being served immediately and well in every respect. No satisfaction, no pay. The above mentioned Shop is at No. 7 King Street, Seven Dials.

I want a young man about 14 or 15 years old that can trim and look after a peruke. 'Tis to wait on a merchant.

I want a pritty boy to wait on a gentlemen who will take care of him and put him out an apprentice.

If any gentleman wants a housekeeper, I believe I can help to the best in England.

Many masters want apprentices and many youths want masters. If they apply themselves to me, I'll strive to help them. Also for variety of valuable services.

By reason of my great corresponding, I may help masters to apprentices and apprentices to Masters. And now is wanting Three Boys, one with £70, one with £30, and a Scholar with £80.

I want a genteel footman that can play on the violin to wait on a person of honour.

If I can meet with a sober man that has a counter tenor voice, I can help him to a place worth £30 the year or more.

The editor frequently gives special testimony as to the respectability of the advertiser:

If any one wants a wet nurse, I can help them, as I am informed to a very good one.

The following extract from Sampson's "History of Advertising" first saw the light under the head reserved for notices of deaths:

About two and a-half years ago we took possession of this paper. It was then in the very act of pegging out, having neither friends, money nor credit. We tried to breathe into it the breath of life; we put into it all our own money and everybody else's we could get hold of, but it was no go. Either the people of Keithsburg don't appreciate our efforts or we don't know how to run a paper. We went into the business with confidence, determined to run it or burst. We have busted. During our connection with the *Observer* we have made some friends and numerous enemies. The former will have our gratitude while life lasts. The latter are affectionately requested to go to the deuce.

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Years back, when the following was published, "Old McCalla," a character well known in Princetown, Indiana, was nearly ninety years of age, but was still capable of minding his own business:

Wanted—Two or three boarders of a decent stripe, such as go to bed at nine o'clock without a pipe or cigar in their mouth. I wish them to rise in time to wash their faces and comb their heads before breakfast. When they put on their boots to draw down their pants over them, and not have them rumpled about their knees, which is a sure sign of rowdy. When they sit down to rest or warm by the fire, not to put their feet on the mantelpiece or bureau, nor spit in the bread tray. And to pay their board weekly, monthly, or quarterly, as may be agreed upon, with a smile upon their faces, and they will find me as pleasant as an opossum up a persimmon tree.

OLD MCCALLA.

With all our modern improvements, this advertising that has gone before us had one thing that is sadly lacking to-day, the charm of sincerity. It had the lilt of a waltz and the sincerity of a mother's advice. It didn't orate; it simply talked.

To-day we shout. We've lost the art of putting words together. We're so used to "big talk" that we use big words. We simply repeat sets of words we have heard; we are literarily lazy.

Let's get back to the good old-fashioned days before Babbitt; to the days before the efficiency magazines and the go-getters. Let's talk the way they used to talk over the cracker barrels.

Robert Benchley can write advertising, I'm sure. He is a novelist and dramatic critic of *Life*. But any man who can write one-line dramatic reviews like these is needed in the advertising business:

"Music Box Review—Try to get in," and "The Tavern: Romantic drama kidded to death."

In his book, "Love Conquers All," he has a point of view on so-called powerful advertising that I want to get. For example, in this little article called "You":

In the window of the grocery store to which I used to be sent after "a pound of Mocha and Java mixed and a dozen of your best oranges," there was a cardboard figure of a clerk in a white coat pointing his finger at the passers-by. As I remember, he was accusing you of not taking home a bottle of Moxie, and pretty guilty it made you feel, too.

This man was, I believe, the pioneer in what has since become a great literary



movement. He founded the "You, Mr. Business-man" school of direct appeal. It is strictly an advertising property, and has long been used to sell merchandise to people who never can resist the flattery of being addressed personally. When used as an advertisement it is usually accompanied by an illustration built along the lines of the pioneer grocery clerk, pointing a virile finger at you from the page of the magazine, and putting the whole thing on a personal basis by addressing you as "You, Mr. Rider-in-the-open-cars!" or "You, Mr. Wearer-of-14½ shirts!" The appeal is instantaneous.

In straight reading matter, bound in book form and sold as literature, this Moxie talk becomes a volume of inspirational sermonizing, and instead of selling cooling drinks or warming applications, it throws dynamic paragraph after dynamic paragraph into the fight for efficiency, concentration, self-confidence, and personality on the part of our body politic. A homely virtue, such as was taught us at our mother's knee (or across our mother's knees) at the age of four, in a dozen or so simple words, is taken and blown up into a book in which it is stated very impressively in a series of short, snappy sentences, all saying the same thing.

Benchley's chapter titles would make great ad headlines—"Watching Auction Bridge," "The Manhattandor," "Roll Your Own," "Reading the Funnies Aloud," "The Teeth and the Whole Tooth," "Coffee, Megg and Ilk." It's the source of this material I want you to think about. That's the big thing, where the story for your advertisement comes from.

Forget the old fallacy that it comes out of your merchandise. People don't buy merchandise because of the material it is made of or the way it is cut or put together. As Richard Surrey has well said, "You are not going to move any one's feelings by telling him how many bolts and nuts there are in your cream separator, or how many wires are in your piano. You must observe something more than the mere visible elements of your product. It is necessary for you to observe that aspect of your product or service which will create an emotional impression in the mind of the prospect, which will make him feel that it is desirable to possess it."

Now where do advertising ideas come from? From strange places sometimes. For example, even the idea for this paragraph came from a circular I received from the *True Story Magazine*, entitled "The Romance of the Commonplace":

Jack London once told me that any man with a tattoo-mark on the back of his hand, or even on his forearm, was worth following for a romance, and the rule has held good for me. A startling verification of Jack's perspicacity was vouchsafed me (there, I've used all the big words I know) the other evening when

I met, for the first time, a husky citizen whose hairy fist was topped by a bright blue anchor. I told him, jestingly, what London had said to me, and he nearly knocked me over when he told me that he once met London in a saloon in the Klondike. He had half a hundred interesting personal anecdotes to relate about the man.

"The lives we elbow but can never touch" is Basil King's striking definition of the way we move about in a world peopled by mystery and romance:

Yourself, for instance, do you know why your stenographer no longer wears an engagement ring? . . .

A waiter bends over you at the Biltmore and takes your order with an impassive "very good, sir." Would it interest you to know why he once killed a native in the South Sea Islands?

A florist's boy passes you on the street, whistling. On one arm he carries a wreath across which is draped a purple ribbon; under the other arm he carries a bride's bouquet. . . .

And yet, the background against which these pictures are painted is life; romance is the name we give to the colors on the canvas.

Now what has all this to do with advertising? The human sort of advertising comes into the world the same way. There's romance in everyday things; more of it than in the big issues of life. Romance in the search for the right collar—romance in kidding the Christmas Tie buying! And when you have gotten life into your idea, make its presentation real.

I want to make a plea for more sincerity in the writing of advertising. I want to ask you, for the benefit of our craft, to do less speechmaking in your copy and more believable talking. I want to make a plea for the "lowering of the voice." I want to see the day when the loud-mouthed ad writer takes his place with the old-time spread-eagle speaker in the school of elocution that is now mercifully a thing of the past.

What can be the impression on people who find great movie stars so fickle that they use three different kinds of face creams in three months?

People have stopped eating raisins because they are good and now eat them because they are fatigued at three o'clock in the afternoon.

Soap isn't bought any more to keep one's self clean, but to become beautiful.



Tooth-paste manufacturers have forty different ideas as to whether the mouth is acid or alkaline.

The good old days when we ate oatmeal because we liked it have gone. We must buy 72,000 things to see that we are in perfect health.

We are in the midst of a pseudo-scientific hysteria in advertising. Most of the magazine advertising writers have turned into physicians. The family doctor is threatened. He had better beware.

We have lost sight of the great human truth that sales are made on little things; that a man isn't interested in how many buttons his suit has, nor does he want to read a description of the pattern; that we eat raisins because we like them, and we don't care whether there is iron in them or not.

We must study human habits and fall in with them instead of trying to change them. We must not take advertising so seriously. We must write with a sense of humor. We must write with more style.

A good advertising writer is simply a talented writer who is writing about business. Only good writers will write good advertisements.

Let's smile when we write. Let us employ the methods of a fiction writer a bit more. The technique of the story teller is badly needed in advertising, and there is no sharply drawn line between writing to entertain and writing to sell. Advertising is too self-conscious. Let's kill forever the old gag line, "Oh, it's only an advertisement."

#### PLANNING THE RETAIL SALES YEAR

BY HOMER J. BUCKLEY

*Buckley, Dement & Company, Chicago*

IN EVERY village and town in this country there is opportunity for a merchant to become rich if he will chart his purchases, his sales, and his advertising, despite the fact that the average life of the retail store is seven years.

Many misguided persons are constantly shouting excessive overhead as the cause of the numerous failures. Overhead cuts no figure if sales turnover is large enough. Higher wages are

here to stay, and naturally increase all other costs, house rent, light bills, freight charges, insurance, taxes, etc., all of which go to make up the retailer's overhead. Instead of spending time in finding ways of reducing overhead, let's find ways and means of selling more merchandise. When we begin to look around for such means we find gross inefficiency, no analysis of the market, no budget of finances and purchases, no preconceived plan of action, no sales strategy, no advertising ability. Without these fundamentals failure is sure; with them all businesses can and will succeed even though they be in the most limited locations.

But let us go further into the conditions that make seven years the average business life of the retail men, and we find the following causal facts: too many are unfitted by temperament for retail selling; too many of the uninitiated think it is an easy way to make a living; too many start in without sufficient working capital; too many are lazy; too much credit is extended them; too many are misled by the old saying that "goods well bought are half sold," while too few heed the newer and more trite saying that "goods *all* sold are well bought." In other words, there is too little science in the retail business and too much guess-work and faith in luck.

When you count the bad months, holidays, and cut-price days, you will soon realize that during almost half of the year business is done at a loss. Making the other half bring in the bacon is a real job, but not for the fellow who plans ahead, not for the fellow who has a merchandise and financial chart, each filled out for every one of the fifty-two weeks, with a column showing what he did each week last year, another showing by each of the same weeks what he sets down for himself to sell, and with the third column to show him week by week whether he is gaining or losing; not for the fellow who buys by the week for each week's special event as shown on his merchandise chart. Not for the fellow who planned his sales, his advertising, his window trims, etc., by his merchandise chart. Such a merchant can't fail.

Right here let me tell you of a service which lays before the small merchant in a simple tabloid form all these things I have been talking to you about, besides sending out each week from four to six reproductions of advertisements that have been



so cleverly written and laid out that they are sure to be highly successful. These advertisements reach the merchant from four to six weeks before he is to use them, giving him time to study them, to make up his own advertisements from them, to make his purchases, arrange his stock, etc. This service is being sold for \$78,000 a year. Should any of you want to know more about this service, write me, and when I get home I will tell you all about it.

Next to poor salesmanship, the greatest leak of profits in the retail store is waste of time, which is the result of the lack of plan. Time and care should be taken to work out a definite budget and sales plan. Here are a few principles to guide you: Advertising and sales events should be laid out weeks and in many cases months in advance, and buying should be regulated to such a plan. The proprietor and department managers should see that educational literature is given to clerks and that they be required to sign a slip stating that they have read it carefully.

All goods that are "out" or "low" should be entered immediately in the want book. Arrange a calendar on goods that deteriorate quickly or go out of date, and so enable them to be checked. Merchandise must not be sold at too high a markup.

Advertised lines are the salvation of the dealer; the advertised articles turn over faster, and people have greater confidence in the retail store that handles them. The retail merchant who tries to sell goods under his own private brand is years behind the times. And remember the customer. In the words of Congressman Anderson, "the retailer's true function is that of serving as a purchasing agent for his community."

As to the manufacturer's obligation, he should coöperate with the dealer, his partner in business, to eliminate all unprofitable merchandise. He should try to influence the dealer to adopt a steady year-round advertising policy, putting his money behind the best lines. He should influence the dealer to get an intelligent, capable advertising man to prepare his copy and layouts, and ask the dealer to study the essentials of good advertising. To the manufacturer I would say, too, make sure that your dealer has a mailing list. He'll tell you that he has, but take a look at it yourself. How old is it? Have the dead names been eliminated monthly? Have new ones been added? Does it cover all the prospects in his trading radius?

Who has charge of the list? What facilities has he for addressing, stamping, and mailing direct literature? Don't just ask these questions. Take your coat off and dig in yourself. Find out all these things before you lay out your direct-mail campaign for Mr. Dealer, for all of your efforts to increase your business must be based on an increase in your dealer's business.

When dealer and manufacturer work together in this way there will never be any limit to the sales both can make.

#### THE RETAILER AS PUBLIC SERVANT

BY CHARLES W. MEARS  
*Counsellor in Marketing*

EVERYONE living in America is interested in the success of American retail stores. This is so because the success of retail stores means the success of our entire system of American production and distribution. More money is expended for retail advertising than all the national advertisers lumped together spend within an equal period of time. First in volume, its quality has been of lower grade until lately when it has begun to improve, and will continue to do so in future. It cannot become better automatically, but improvement will become increasingly rapid and the day is near when the advertising manager will be much more than the enlarged office boy that he often finds himself now.

But not all stores are worth the time and brain-pains of a real advertising man or woman to keep them going. Look at the great stores in our big cities, and consider what tremendous, stable institutions they are, and yet, if you will take a 1900 directory of any city and go through the list of merchants then active, you will be amazed to note how few of those names appear in the present directory of that city.

This fact goes to show that there is no permanency either for an individual or a business institution unless it is able to adjust itself continuously to its changing environment. When your competitors are better adjusted than you are to serve the public, the public will soon become conscious of that fact, and your store will be headed for the dump heap.

A business house differs from the human individual in that the



business need not die, but it can live much beyond the span of human life only by becoming something more than the lengthened shadow of a single individual. In other words, if any one man dominates your institution and does not build up an organization, or does not see to it that the organization is permitted to function, he is simply building something that will die with him.

The successful retail store produces three levels of profit. First it must produce a profit for its customers, because the store which is not profitable to its customers must sooner or later go out of business. The second level of profits goes to the store's employees and to the management, and the third level of profits, if any, goes to the stockholders.

The real owners of your store then are your public. They grant a franchise to the store's managers, and own its capital stock, and only so long as that franchise continues to run with good-will on the part of the public is the actual stock ownership in the store worth the paper on which the stock certificates are engraved.

When, then, the retail advertising man visualizes his business in order to get a proper perspective, let him visualize not primarily a physical store, not primarily goods and salesmen and merchandisers, but primarily a public whose continuing franchise of good-will enables that store to live profitably.

The part played by advertising in keeping this franchise is interesting to note. I am informed that the average department store spends for advertising from three to four cents out of every dollar received from its customers. I am also informed that immediate business in advertised goods represents between 10 and 15 per cent. of the store's total over-the-counter business.

From this we may conclude that the store has a tremendous pulling power apart from its immediate advertising, since 85 to 90 per cent. of its day's business is not the result of yesterday's advertising, or that the advertising is woefully ineffective, or that the merchandisers who select the subjects for advertising are about 15 per cent. as smart as they ought to be. Of course there are other factors than these entering into the calculation, hence these statements that I have just made must be taken as general rather than exact statements.

Most of our larger stores have been run by merchandisers. Most retail advertising people have been under the domination of merchandisers. Merchandisers think in terms of merchandise, not in terms of people, except that the merchandisers want to shove goods on people. But people don't want goods shoved upon them. The lives of human beings are motivated by wants, desires, longings. They seek to have these wants gratified. But does any merchandiser ever think of these all-powerful influences as the biggest factors in his success? Merchandising deals with goods. It has to do with goods in relation to their attractiveness and their value. When the merchandiser has selected attractive and valuable goods and has made them accessible to the public, he has done his utmost as a merchandiser, for all that merchandising can do is to advance goods toward consumers in terms of attractiveness, value, and accessibility.

But advertising is a totally different process. Advertising does nothing to the goods. It works wholly upon its readers, and its only effect, if it is good advertising, is to bring human readers toward the goods.

Who, then, should dominate the advertising situation, the merchandiser who thinks in terms of goods, or the advertising department which must think in terms of people? Put advertising responsibility directly upon the advertising department, freeing the advertising manager from the domination and bickering of merchandisers, and then we shall be able to judge whether ineffective advertising is due to rotten advertising.

The newspaper is the big retail store's one best medium of communication with its public. Looking toward the future, the prospect is that newspaper advertising rates will never again be lower than they are to-day, but instead they will be increasingly higher. For this there are several reasons: in the first place, there is no substitute for the daily newspaper as an advertising medium; in the second place, the number of newspapers published is not likely to increase, not only because to establish a newspaper costs a lot of money but also because the great news service franchises in big cities, being almost priceless, are tightly held, thereby making new competition difficult.

In newspaper as in any advertising, it is the art of the advertiser to say things in simple language easily comprehensible



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to the ordinary mind, because the ordinary brains often control the fingers on the most plutocratic purses. Advertisers should bear in mind two great sayings: Shakespeare's "An honest tale speeds best being plainly told," and "Think the thoughts of the wise and speak the language of the simple."

### CHARTISTICS

BY LILA I. LEWIS

*Wm. H. Rankin Advertising Service, Chicago*

CHARTISTICS will help a business man to look at his own organization and "see the woods from the trees." In their practical application chartistics have helped manufacturers' salesmen lay their whole story before a prospect without confusion of details. Many times they have opened the eyes of the manufacturer or his salesman to selling possibilities which had been overlooked or overshadowed. They have shown the influence changing business conditions; the possibilities of new markets; the fitness of a product or a business to enter this new market.

You may look at chartistics as an interpretation of facts and statistics; a method of seeing true conditions at a glance in cases where they have never before stood out in any distinguishable form. Chartistics supply the perspective, the bird's-eye view, the third dimension, the ability to back away and see the whole picture of your activity and your opportunity.

And yet there is nothing visionary about chartistics. They have been in practical application for years, and have been of help to every type of business from a newspaper to a battery maker.

## MORE EFFECTIVE USE OF SPACE THROUGH PLANNING AND DESIGN

BY CARL L. GIBSON

*The Standard Corporation, Chicago*

READERS of retail advertising are very likely to encounter soon advertisements set in smaller space but so skilful in appeal

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that the discerning will wonder. Art, which Mr. Webster defines as "the systematic application of knowledge in effecting a desired result," advertising art, is going to make expensive space bring greater results through the more careful application of the principles of design.

We are all agreed that the aim of advertising is greater efficiency in selling our merchandise and our institutions to the people whom they serve. Three definite trends seem to me to point the way toward the accomplishment of this thing.

The first of these is the tendency toward the use of smaller space; the second is toward a more intensive cultivation of that smaller space through better planning and better ideas; the third is toward the recognition of the importance of style in our merchandising and advertising.

If the trend in advertising really is, as I believe, toward these three things, then here are three problems which need our serious consideration. If these are basically sound we shall want to demonstrate that fact to our own satisfaction and apply the things we learn to the task of making our advertising more effective.

There are two sound reasons for the trend toward the use of smaller space in retail advertising. In the first place, stores everywhere are keenly interested in the problem of reducing overhead costs, and it is a recognized fact that tremendous waste has marked the use of large amounts of newspaper space by the average retail store. This waste has not only become a habit, but it has also set a precedent for further waste.

But store owners are becoming increasingly conscious of their use of too much space, of illustrations that are too large, of borders and meaningless decorative motifs that eat up space and produce nothing of value in return. As a result, stores that every one of you can name from memory and from personal knowledge are beginning to blaze the way in this matter of using smaller space and making it do as much work as the larger.

A second influence tending toward space conservation is the increasing demand for space being made on newspapers. The average newspaper publisher is not interested in volume which is secured at the expense of extra pages in his paper. Overhead and cost of production increase much more rapidly than do the



advertising returns from those extra pages. As Mr. Charles W. Mears has pointed out, the competition among advertisers of all classes is already so keen that the law of supply and demand alone will mean steadily increasing advertising rates. He has shown that the number of newspapers is not likely to increase enough to create a competitive condition in the selling of space strong enough to influence space rates.

It is an open secret among prominent newspaper publishers that they intend to increase their rates continuously to the point at which all advertisers, and particularly retailers, literally will be forced to use less space. Competition among purchasers of their space is now so keen that they can increase their rates 50 per cent. without losing more than a proportionate amount of space volume.

One of the most prominent newspaper men in the United States takes the position that purchasers of newspaper space who are at present getting their money's worth despite the fact that they use space crudely and ineffectively would continue to get their money's worth if the space cost more, for they would then devise new ways to make their advertising more effective, and thus offset the increased cost.

As to the second trend, that of better-planned publicity, that is a personal, individual problem, because it involves not merely your capacity to plan intelligently and evolve ideas, but it involves as well the question as to whether you have sufficient time and opportunity to do so. This problem affects the big city store as well as its small-town brother where advertising is a one-man job, for sometimes the lack of one more person in an otherwise large and well-organized department means a lack of time on the part of the advertising director to plan as he should.

Why isn't it possible to get more of this planning and more coöperation from your merchandisers throughout the year? Simply because store owners and merchandise men have not been sold on its importance. And who can convince them better than you, who recognize the importance of planning, you to whom it means the difference between success and failure?

The third tendency which I have noted is a recognition of the importance of style both in your merchandising and your advertising. An increasingly large number of retail advertising

men and women are coming to realize the far-reaching importance of style, and to see that it can be made the strongest appeal in retail advertising. By style is meant that element in any product, whether of the hand or brain, which gives it meaning and individuality, distinction and desirability, and hence value.

We are beginning to learn that it is the element of style which finally sells our merchandise, though the price may be the deciding factor in the final choice of one garment over another. No woman to-day buys a garment simply because it costs \$19.98 unless she actually wants that garment because she thinks it good style, and believes that as such it will make her more attractive. The elements of style and design are equally potent sales factors in furniture, rugs, curtains, draperies, and all the things which form the clothing of the home.

More and more customers are learning to appreciate the influence of the period arts. But most merchandisers do not. They have an inherited appreciation of good store architecture and good window displays, but they have not yet seen the inconsistency of representing their merchandise by unattractive and ugly advertising. Sometimes I wish that word "merchandise" could be blotted out of the retailer's vocabulary. Women are not interested in merchandise; they are interested in lovely, practical, usable things that contribute to their comfort and luxury, that minister to their inner selves as well as satisfy some commonplace need. Stores ought to know better than to advertise oriental rugs as "merchandise of distinction," when women who buy them think of them as warm, rich, colorful objects of art.

It is our part to make our associates realize that since art in any object is nothing more than fitness for function plus harmony in taste, any truly useful piece of furniture is beautiful, and therefore an art object, which must be sold by means of appropriate and intelligently conceived advertising.

Of course, advertising should express the personality of a store. It is equally axiomatic that even a cheap store may have a distinct personality, different in tone from that of the so-called class store, but a definite personality just the same, and generally a pleasing one. Lack of appreciation of its own personality is perhaps the chief reason why most mass-appeal stores commit



the error of making their advertising cheaper than their merchandise. But even this does not explain why this type of store frequently makes its advertisements so difficult to read as to tax the intelligence of its customers.

The merchant who is making mass appeal the excuse for poorly organized advertising should reverse his reasoning if logic and common sense mean anything at all. Such merchants are usually skilled in arranging their store aisles and their stocks so as to lead the traffic through the store with a minimum of confusion, yet they forget to be similarly logical when it comes to criticizing the construction of their own advertising.

Both mass-appeal stores and class-appeal stores need constantly to remember that their advertising, which is going to thousands each day, is a never-ending stream of portraits, a veritable moving picture, which is telling a story, a story that is creating and leaving behind impressions of character long after the memory of their daily merchandise offerings has faded.

If we are agreed that advertising is the art of communicating ideas and information to others so clearly, so concisely, so forcefully, so agreeably as to impel them to action, then I think we can agree that the biggest task confronting us as retail advertisers is to broaden and enrich our individual conceptions of art and the part it can play in promoting our businesses.

The part of art in saving space, in making smaller space do as much work and better work, is the part of organization of that display. For good advertising display means nothing more nor less than well-organized display. Regardless of habit, tradition, or prejudice, the fact remains that every layout is an art problem. Art is organized on definite principles, so the reason for better-organized display is not art for art's sake, but art for business' sake, because a properly organized, pleasingly arranged display is easier to comprehend, easier to read, and therefore easier to buy from.

The part of art in copy is in making copy talk the reader's language. And the reader's language is not the language of the stockroom and of the buyer who rants and cants of job lots, odd lots, and mill ends, nor is it the language that talks in superlatives of our marvelous merchandising ability.

The part of art in copy is to get poor Mrs. Reader into the picture, she who is interested first, last, and all the time in herself,

her family, her home, her personal appearance, her hopes, her ambitions.

The part of art in the production or selection of illustrations for an advertisement is the part of our old friend Harmony, harmony between the purpose for which it is intended and the taste with which it is executed. We are just beginning to learn that a drawing which may be good as a separate unit may be a poor illustration for a certain advertisement, because it may bring out and emphasize the wrong qualities. I think the thing we are going to learn more and more about is that the business of art as applied to the stimulation of desire for merchandise is to suggest rather than to depict exactly every conceivable anatomical and mechanical detail.

For example, it is conceivable that spotlighting the buttons, the braid, the embroidery, and the innumerable details of a garment may not be nearly so interesting to our prospective customer as we imagine. Perhaps the decorative details of the particular garment we choose to illustrate may not appeal to her at all, with the result that through over-anxiety to be exact, we succeed only in throwing a screen of relatively unimportant details between the woman's mind and an appreciation of our garments themselves.

Even we men have progressed to the point where it is no longer necessary to show us the picture of a cake-eater waving an extra pair of trousers around his head in order to convince us that you sell two-trouser suits. The two-trouser suit is no longer a novelty, and if we can believe anything at all that you say in your advertising, we are quite ready to believe your statement that these are two-trouser suits. Even the ordinary, unimaginative male citizen is more likely to conceive a desire for one of your suits if it is shown upon the figure of a regular man, decently dressed, and disporting himself in a seemly fashion in the proper surroundings.

One of the earliest lessons we learn in psychology is one that is tremendously important in advertising. It is the lesson that an interesting thing apparently left untold, but actually so suggested as to be obvious to the reader, takes on the importance to him of a discovery, becomes the reader's own brain child. For as Frank Alvah Parsons once said, we advertising people should remember constantly that "There are so many people



who can actually recognize the picture of a fish even though every individual scale is not shown." We all know from personal experience that when we are influenced to do this, that, or the other thing, through suggestion, we do so gladly, because we feel that the decision is our own, that it is not one forced upon us.

I have tried to make clear that my plea for more of the fundamentals of art in advertising and store promotion is not based on the idea of art for art's sake. I have urged you to take an interest in art for business' sake. This for the reason that I firmly believe that in direct proportion to the success with which retail advertisers introduce the art element into their messages, help sell their store organizations on the art appeal in their merchandise, and become leaders in appealing to an appreciation of the fine things of life among the patrons of the store, in just that same proportion will stores get ahead and prosper.

The reason set up by store owners for cheapening and degrading the tastes of the American people by basing their entire appeal upon price is the alleged fact that this is the way to get business, that this is the only sort of advertising which makes the cash register ring to-morrow morning. Your own figures show that only 15 per cent. of the business done by retail stores can be traced to the price appeal in advertising, and the inevitable deduction is that the other 85 per cent. of our business comes from people who are sold on our stores, on the reliability of our merchandise, on our standards of service, and our ability and willingness to do all the things we say we will do.

Through the universities, colleges, and public schools, through books, magazines, and art museums we have steadily gone forward in our appreciation of the beautiful, and I want to warn you advertising men and women that the next ten or fifteen years is going to see a veritable renaissance in America. In one of our large cities there is a primary school which is using with startling success a course of instruction in appreciation of art which within twenty years, yes, ten years, is likely to result in a nation-wide feeling for art which will make it suicidal for some of the present-day standards of advertising to continue.

In this school I have mentioned little children from eight to twelve years of age are learning about balance and proportion, color harmony, perspective, over-emphasis of detail, costume

designing, the fundamentals of architecture, appreciation for and effective arrangement of good furniture in the home, and our retail advertising is going to ask these children before long to buy goods from our stores.

Naturally the children are tremendously enthusiastic about these courses. Their text book is life itself, and the creations of man, and they are getting a broad appreciation of the art influence in life that is bound to make of them veritable connoisseurs of good merchandise and good advertising when they become of buying age in a few years. Can't you see where this movement is going to lead to? Did you ever hear of anything so sane, so reasonable, so feasible as this which did not become a nation-wide movement? Five years from now, as sure as we are in this hall, art appreciation is going to be taught in thousands of schools throughout the United States, and this in turn means that hundreds of thousands of young children will have their minds moulded along lines which challenge us to try to keep pace with them.

Advertising is emerging into the dawn of a new era. Just what new conceptions and new possibilities will be revealed to us no one can say, but we all instinctively hope to discover how to translate these possibilities into realities.

#### PERSONALITY MUST BACK UP RETAIL ADVERTISING

BY THEODORE W. MORGAN

*Director, Henry Morgan & Co., Portland, Ore.*

TRAITS that appear to dominate in the store which succeeds are individuality, backed by a well-defined store policy, and personality that has caught the popular imagination.

While the underlying uplifting forces are the same whether your store faces Piccadilly or the Strand, is in the Loop or on Broadway, the method of their application is quite marked by characteristic differences. Field's of Chicago, Eaton's of Toronto, Harrod's of London, are great dominating forces in the merchandising world, exerting a marked influence upon their own community and the country at large.

Each of these three great institutions has developed along different lines. Each has had a marked individuality, has



made the most of it in advertising, has been consistent in store policy and blazed a clearly defined path to progress and prosperity.

These stores, too, have strong and marked personalities. Field's personifies the power of American industry; Eaton's of Toronto has reached the most isolated settlers of our great domain and catered to the wants of hardy pioneer people in pioneer times, selling over its counters rough overalls and mackinaw coats as well as satin slippers and rich silks; Harrod's of London reflects the best of Old-World traditions and possesses one of the most interesting personalities in the world of stores.

These three great stores never cease in their advertising to impress their individuality and store personality upon the public whom they serve. Define your store policy and appeal to the imagination of your public. Go home and find yourselves; revitalize and quicken your store pulse.

Stores differ again in their advertising due to the differences in manufacturing conditions of the various countries. English stores more truly reflect the merchandise of the world because England is a great importing and exporting nation. On the other hand, so powerful have your great American industries become that home production is rapidly usurping the place of foreign-made goods. While you are far ahead of the British and Canadian stores in the size of your institutions, with your marvelously developed systems, we are still, in the fullest sense of the word, world merchandisers seeking the best in merchandise, regardless of the country of origin.

Selfridge's of London is unique, and one of the most distinctly interesting retail ventures in the world. It is distinctly an American store in appearance, in system, in method, in ideas, in its atmosphere. The only English thing about it is Mr. Selfridge himself, who has bowed to custom and wears his silk hat and cutaway from early morning till night.

When Selfridge's intruded upon conservative old London, she gasped, and could hardly believe her senses. Then London went to its bargain sales and crowded around an American soda-water fountain and drank ice-cream sodas, and did things London had never done before, and liked it all.

Selfridge did more than open a store. He laid bare the possi-

bility of a great principle. He took American ideas, transplanted them in London, and all business benefited and broadened.

If English advertising is regarded as conservative, American advertising may sometimes be called sensational. It reflects the greater emotional tendency of your people. This emotional tendency as a national characteristic is quite marked in a business way, as we see you from across the line. You experience business depressions more readily and more acutely than we do. Likewise, your recovery is quicker, and boom times are enjoyed some six months, usually, before we feel their influence.

As a Paris model imported to New York is modified for wide distribution because such modification better suits the needs of your people, so we take your advertising ideas and adapt them to our requirements.

But as the trading post stores of our frontier towns move each year farther into the wilds, so the penetrating force of New-World ideas is influencing your retail stores and ours to act alike and think alike. These forces produce advantages and disadvantages. The syndicate cut service, mailed broadcast from New York or Chicago concerns, enables a store to feature the skilled work of noted highly paid illustrators, but this very service tends to crush store personality and individuality. Advertising men must sense this danger and to counteract it, create locally a certain percentage of art work which is closely linked with their own store and no other.

And here again the advertising man is in real danger, for attractive and convincing advertising copy is being syndicated and sent broadcast with instructions merely to add your name. As a contributor to your general advertising this is extremely helpful; as the backbone of your finished advertising it will prove disastrous to your store's individuality. No service can ever take your place, and a store is largely dependent upon you for its creative sales, building ideas, and selling talk. American methods of syndicated services are making it dangerously easy for you not to think.

In Canada, our very distances tend toward a natural isolation with a consequently greater need for relying upon our own resources, and this physical handicap develops a marked initiative. The early Hudson's Bay trading posts, completely cut off



for months at a time from the outside world, had to depend upon their own preparations for all requirements. We, to-day, with our many avenues of world contact must not lose sight of that wonderful pioneer spirit that enabled the forerunners of to-day's great stores to "carry on" under the most trying of circumstances.

Leave your desk and your theories and go down and study the people moving to and fro in your store. Know what the people in your own town think, not only about you, but about themselves.

Retail stores in England have not had nearly the same opportunities to receive syndicated services to assist their advertising. They have had to rely far more upon their own resources, and this has not been a bad thing. They have retained that pioneer trait of personal resourcefulness so essential to maintain and strengthen business at a time when business most needed it.

If I were speaking to a group of British advertising men, I would urge them to study your typography, use of type, and your illustrations. I would have them study the quick, penetrating, aggressive style of your written salesmanship. But I am speaking to Americans in America, and I would like to have you reflect upon this one thought: absorb some of the solidarity that goes into English advertising across the seas. Temper your advertising with qualities to soothe and convince.

Not long ago I made a survey of a store doing a business of some ten millions annually. Despite such a volume of sales this store could not realize a net profit. Those conducting the business were so steeped in their own particular atmosphere that I believe they were really unaware of just where their weakness lay.

An analysis revealed the significant fact that there was no well-defined store policy, for the store would, for a time, attempt to cut into the high-class field of a competitor, and then after a year or so would switch suddenly to compete with other popular-priced stores in its desperate effort to make money.

At the time of inspection its stock was literally a mass of wreckage, without character, individual excellence, or any other redeeming feature. How could such a store with such a stock

catch the popular imagination, and what chance was there, from an advertising point of view, to build legitimate business?

Among the foremost assets that a store may have, and the one most to be cherished, perhaps, is the good-will of its patrons. The power of good-will has been an important factor in our advertising. We have never for a moment permitted our advertising policy to encroach upon or injure that. As an instance of the power of this good-will I shall cite the following case:

Due to a difference which arose between us and one of our leading metropolitan papers, we were not represented in the evening newspaper field for a period of ten years. Critical observers predicted that this would be suicidal to the prosperity of our business, but the power of good-will maintained our business momentum throughout that long period. While it did cost us slightly more to secure business with much more cumbersome methods, we nevertheless demonstrated the tremendous potentialities of good-will. For eighty years we have been building that good-will both by our store policy and in our advertising. The test came, and the result was a most convincing proof of the cumulative effect of constant advertising in the building of a faith with the public, a faith that has never been broken.

That we are much more English than American in our methods is suggested by the fact that we operate a real estate and a trust company as well. Both of these companies sprang into instant success, due to the standing of the retail business. Belief in and trust of a trust company are the major factors governing those who choose it. We had already established the basis for this public confidence in our retail business.

We are now in the period of expansion, and here again we have made good use of advertising to gain the necessary publicity commensurate with the task we had set out to accomplish. On our block stood a modern six-story concrete building weighing over five thousand tons. We decided to move this building intact some three hundred and fifty feet. Such an engineering feat had never before been attempted in Canada, and the eyes of an entire city were focused on the event. On the days during which the building was moved the police reserves had to be called out to regulate the crowds that had gathered to watch the event.



We are now running a series of store editorials, each pertaining to some outstanding feature of our building, and linking it up with our policy and our store service. These editorials are appearing once a week.

All of which brings me to a definition of the three great fundamentals that govern our advertising: (1) never to break faith with the public; (2) to be absolutely reliable in all statements and all representations; (3) to be clear and explicit. Our advertising policy has been formulated not for this year's gain, but for enduring progress through the coming generation as through the past. One of our recent editorials linked up our new building with our policy in this phrase: "Not for a day but for all time." Our advertising, as a result of careful adherence to this policy for so many years, carries weight, and we are in a position to utilize the minimum amount of space to secure maximum results.

Another of our beliefs is in the cumulative effect of yearly established sales. Our policy never to break faith with the public tends, of course, to strengthen these sales which have expanded through advertising from year to year. To make our publicity effective we guard the quality of our merchandise just as carefully as we do the truthfulness of our advertised statements.

Our advertising has changed in outward appearance, of course, just as fashions change, and for much the same reason: the public likes a change of dress, but clothes do not change a man's character, and by character he stands or falls. So, too, with business. Advertising, we believe, should follow three vital principles in order to attain greatest results:

- (1) It must be constructive in thought to be effective.
- (2) It must be vital in suggestion to secure response.
- (3) It must be sincere in order to be convincing. As you would construct a fine building to house your business, so you must chart a broad, constructive advertising policy in order to attain and perpetuate it.

One hears so often the expression that Americans will never understand English people because they are so different in temperament. Their temperaments are different; you would not want them to be the same, but you will always find that whenever people from these two countries really get together socially,

politically, or diplomatically, they do understand one another and work together to mutual advantage. So while you may not approve of British advertising methods, perhaps if you understood British people better, and knew more intimately their customs and conditions, you would understand why their advertising is for them effective.

The British manufacturer only recently has begun to think in terms of quantity production as you understand it. For generations he has held the belief that quality production was his first and only consideration. Then, too, there is so much about everything one sees and does in England that appears to have been handed down from ages past. Tradition is so strong that England does her business in a less pretentious, and possibly in a less appealing way. But there is a stability to English business that is almost startling.

There is a volume of turnover in her retail stores rather amazing for that small island, and while her retail-store advertising lacks the spectacular, while that artistic trend so notably in yours is lacking, there is, nevertheless, an atmosphere of established integrity. One has the feeling that come what may, the prosperity of those retail stores is established deep in the heart of the community and that it would take little short of an earthquake to disturb public confidence in them.

I would like to see the day when all of our advertising would tend to inculcate such sturdy confidence, a day when we all would be more modest in our advertising statements, when the English language, unabused, would take the place of our rather exaggerated, bombastic statements, and when an advertisement's chief charm would be in its simplicity, directness, and truthfulness. For these are traits of which the public will never tire, and every dollar expended toward their furtherance is building a good-will that makes a business strong and stable. The measure of a man's as of a firm's greatness is not in what he says, but in what he does. As character is forged in the contest of life, so a store's prestige and standing is moulded and built by those entrusted with its advertising. Build your advertising as you would build your business: "not for a day, but for all time."



## THE PERSONALITY COLUMN IN ADVERTISING

BY HELEN LANDON CASS (PEGGY SCHUYLER)  
*Advertising Manager, Cottrell and Leonard, Albany*

The personality column has come to stay. B. L. T. was loved by millions of readers. Grantland Rice is the bright light of the sporting page. Don Marquis has syndicated his cockroach. The personality column in advertising can give you more readers than any other feature. A good column gains a following never equalled by straight-away advertising.

Give the public a column they like and they will read it with zest and enthusiasm. Give them a column that amuses them and they will look for it almost before they scan the first page, talk about it, quote it, write it letters, and hope to be quoted. They will look upon it as their own and take it as a personal affair. They will call to see if you are real—and what is more, they buy from it.

Peggy has a column. She also does all the rest of the advertising. When Peggy Schuyler writes her column she apparently doesn't know anything about stores, and cares less. She has the débutante's point of view.

As advertising manager she sees the store as a selling place for merchandise. As a columnist Peggy sees it as a delightful buying place to get what she wants. From her knowledge of the ways of men, based on junior proms and F. Scott Fitzgerald and keen observation of what is worn at the Ritz she spreads news. It is tea talk, whimsy that sparkles with the personal gossip of who wore what.

She knows Paris, she knows New York. But what is more important than either, she knows Albany. For her audience is the aristocratic Dutch town that is the oldest colonial city in these more or less United States.

The personality column has stepped from the editorial page into the advertisements. Kit Morley and F. P. A. look forth from their ivory towers to see trade encroaching upon their holy ground.

Annie Laurie has become a social climber.

"Dear Beatrice Fairfax, what shall I do to keep my beau?" has turned into "Dear Peggy Schuyler, what shall I wear

to the Amherst Prom?" Different words, but the same question.

Everyone has the missing-link complex. We all know that life, love, and laughter hang upon the "if only's." If only we had just the right dress to wear we'd be the life of the party. If only we knew what color to wear our hair wouldn't look so henna by birth. Every time we buy something we are trying to find the lost chord.

Earrings we buy, not as twinkling bits of jeweled metal, but because they will give us youth or age, sophistication, piquancy, or romance. We are trying to buy the gifts of the gods, two for fifty-nine cents. Furs mean luxury and the flattery of deep color against soft cheeks. People don't buy things to have things; they buy things to work for them. They buy hope, hope of what your merchandise will do for them.

Most advertisements sell things, dresses, earrings, soap. The column sells hope, luxury, and the whirl of parties, dreams of country clubs and proms, visions of what might happen if only. . . . If only you fill in the missing link and buy a new dinner jacket, or plates like Mrs. Harding's, a splashing motor car, a glass bracelet, or an ermine wrap.

And once you get that vision you don't have to be sold anything—you buy.

The column sells wedding dresses by weaving romance instead of shouting prices. It sells hats by splashing sunlight across them and noting how eyes will sparkle under the shadow of brims. The column sells expensive and perishable foulard ties to men by telling them what the Prince of Wales is wearing around his royal neck. "Yellow ties \$2.00" can be shouted all day without raising an echo, but a column tells the snob that the yellow tie is worn at Southampton and Atlantic City. It tells the old boys that the pretty boys are wearing yellow. It tells the young boys the tie's a world-beater, and that girls like yellow, so the column sells ties.

A column sells because it shows merchandise in action. It shows merchandise in relation to the reader. Give a man a nice little picture of Pike's Peak. He will glance at it five seconds if he is polite. But put him in the picture at the summit of the mountain with the world at his feet, and he will go to sleep that night with the picture tucked under his pillow.



A column is read because it puts the reader in the picture, it puts the buyer in the advertisement. It tells the reader what you can do for him.

Stewart's of Louisville almost sold me a chair in Albany by saying in their column, "he might have stayed longer if the chair had been more comfortable." That's showing what merchandise can do for you!

One time Peggy announced that a man who mattered socially had appeared in a dinner coat and light pearl studs! Peggy dropped a word to the wives that it was far easier to buy the erring gentleman smoked studs than to attempt reform. Fourteen women bought studs next day.

Most columns are signed because readers like to take advice from persons, not from organizations. The reader comes to know Mary Madison or Anne Sawyer, Joan Dale, who, sad to say, no longer promenades, Jean Russell, Letty or Polly, as intimately as he does Andy Gump. A signed column like a signed invitation has more kick than anonymous announcements of formal openings.

A column gives your advertising the personal touch we like to talk so much about. People come in to see if I am real. An old lady asked a clerk what Peggy looked like. "Little, red-headed, freckled, and snub-nosed," was the horribly truthful description. "The sweet little thing," murmured the lady. "Wouldn't you just know it?" Nobody ever asks how I look when I write, "Skirts, special at \$9.95."

The column sends home the idea that you are doing something for the readers. And when you send home that idea you send home merchandise.

Anne Sawyer says one fine morning that Taylor's have dishes like some in the White House. "When your guests see this china gracing your family board," she writes, "(unless they turn over their plates to examine the make) they'll leave with the firm conviction that you and Mrs. Harding used to go to school together." Anne is selling social triumphs for Cleveland and merchandise for Taylor's. She's telling the public what merchandise will do for them.

A column must never be merely clever or geniusy. It must never strive for its own glory. It must say a hundred words that will make the reader think a thousand more on his own hook.

A column must be short, so it takes much writing and a large scrap basket.

A column must have vision. It must see creatively for it must weave new dreams for old. Seeing creatively is seeing as a child sees, as a poet sees. It is looking through the commonplace.

A little boy looked out of the train window at a mountain torrent swirling white about great boulders.

"See the swimming stones," said the little boy.

That is creative seeing. It is seeing things as they really look instead of explaining away the wonder. The child and the poet and the columnist must give the world a new slant, a glimpse of things as they are.

A column is part of the advertisement. It is not sufficient unto itself alone. It gathers the audience; the advertisement proper must pass out the pamphlets. It is a cocktail before dinner and makes you buying-hungry by the time you reach the sales news. It takes readers and converts them into buyers. It leads them from the stormy paths of politics and the swats of Babe Ruth into the gentle fields of having yearnings to buy something. They start reading a column because they like news about themselves and they finish thinking they could conquer the world by the light of a new necktie from your store.

Mary Madison tells the gay young blades of Detroit that Yale wears uncuffed trousers. It is up to the rest of the Hudson advertisement to tell the men where to line up for their cuffless trousers. Letty Lee introduces subway pajamas. Of course you'll turn to the lingerie items to see what-the-deuce, . . . and how much.

A column tells the story of the store, the story of merchandise, the story of sales results and store service better perhaps than any editorial. For people have infinite faith in columns.

#### MAKING THE LAYOUT DYNAMIC

BY BEN NASH

*Sterling, McMillan, Nash, Inc., New York*

ART is the skilful and systematic arrangement of means for the attainment of a desired end. The sale of a thousand yards of a particular piece of goods at a particular price; a correct impression



of the institution which we may be advertising; the changing of a public buying habit—any one of these may be our desired end. Whatever it may be, the layout must be systematically and adroitly arranged to do its part in conveying the right message.

The layout has its laws which eliminate guesswork and give unlimited opportunity for individual artistic expression and technical skill. The tools with which it is made are symbols in three groups: symbols of form, of arrangement, and of color. The four factors in the message which control the layout are the purpose of the advertisement, the facts to be conveyed, the tone or manner in which the message is to be conveyed, and the approach or attention-getting contact with the reader.

When these four factors that determine the fundamental character of the advertising message have been decided upon, we are then in a position to select the correct form symbols, arrangement symbols, and color symbols.

For instance, the advertising message might require a form symbol to convey the idea of an automobilist. The symbol used might be an automobile, an automobilist, a pair of automobile goggles, or a page of white space with but a single line indicating a road and the top of a car coming over the hill.

If the purpose of the message is to make a complete sale, and the facts which showed the advantages of the product could be effectively presented by visual comparison, then the symbols of form and color would be as literal as reproduction processes would permit, while the symbols of arrangement would put the product in the position of greatest importance.

Within the field of arrangement lies the future of advertising visual presentation, for it is here that emphasis, tone, spirit, and character are obtained.

It is through structural arrangements that we convey various qualities of impression.

It is through bi-symmetric arrangement that the impression of dignity is obtained.

It is through triangular structural arrangement that the impression of power is obtained.

It is through rhythmical arrangement that the impression of lightness and fancifulness is obtained.

The sequence of impression upon the reader is made possible through emphasis in the layout.

Emphasis in the layout is accomplished by the arrangement of size and color.

Emphasis through Arrangement may be attained by the relative position of the element to be emphasized. The position of emphasis may be at the top of the message. Again, emphasis may be attained by the angle at which the element is placed if in contrast to the remainder of the elements. For instance: The handwritten headline placed at an angle gives the headline added emphasis.

Emphasis through Size may be attained by making the element large in relation to the other elements or by the opposite process—by making the element small in an extravagant field of white space.

Emphasis through Color may be attained by the judicious spotting of color in contrast to a wide expanse of a neutral plane.

All these items have a simple but vital part in utilizing the device of layout in advertising.

But before choosing symbols of form, arrangement, and color, visualize the advertising message; know your purpose, your tone, and your approach; know your media and its requirements; determine the most important factor from the standpoint of appeal or approach; determine whether the message can be delivered entirely by picture at a glance. If the message can be delivered in the greater part by pictures then determine the relative importance of pictures and text.

Now select the symbols which will deliver your message most effectively. Then arrange your selected symbols in a way that will make them convey your facts in the most effective manner.

Viewing the layout phase of advertising from this point of view and developing it from these fundamentals, each advertising message will create its own individual layout character.

#### MAKING ADVERTISING APPEAL TO EMOTIONS

BY W. R. HOTCHKIN

*Advertising Director, Abraham and Straus, Brooklyn*

IF YOU want to make your advertising sell more goods, so that you can increase production and make more profit at a lower price, put the breath of life into it, so that people will read it



with interest and have the emotion of desire for your goods created by the reading.

Some people think that writers who put enough imagination into their copy to appeal to the human emotions are liars, confidence men, and crooks, who spend their energies after the insertion of the advertising in keeping out of jail. But all effective and creative advertising must appeal to human emotions. All my life I have thought more about live copy than any other phase of advertising production, about such copy as Mr. Jordan writes for his "Playboy." Not the technical facts about the cylinders and wheelbase, the horsepower and gas consumption; but about the thrill of the open road is his story—the power of speed that the Playboy gives to the body of the man or woman at the wheel, the great outdoors where dull care cannot follow. That is what sells more cars, and makes one yearn for the car that is so written about.

Or the Kroehler Davenport bed. Listen:

"NIGHT TIME." The big Kroehler Davenport before the open fire. Beauty in its flowing graceful lines. Elegance in its rich subdued colorings. Lazy, luxurious comfort in its deep, soft cushioning. Flickering light and dying embers. The closed book and the sleepy yawn. Then sleep, deep, restful slumber, in a wide, soft, luxuriously comfortable bed. Concealed in daytime—ready at a moment's need.

There we have the breath of life, the wholesome imagination that puts to shame the hard-boiled, short-sighted cynics who rant about brevity and white space.

When Jordan writes these glowing stories about the far stretches of the glorious outdoors in companionship with the one man or the one girl he is fully justified, for there do not exist any words that can exaggerate the state of happiness that such a situation provides. Few people are lured to mortgage their homes for a mere car; it is what the car makes possible that they buy. What is it that makes us yearn for that deep, cozy davenport before the open fire? Imagination. The longing to sit there in the glowing warmth on a cold winter night and dream.

But the world, and especially the advertising profession, seems to be full of people who cannot differentiate between imagination and exaggeration; between the glorious truths of what the right accessories of happiness can supply and the deceptive lies

that weak and dishonest writers use because they never were intended for writers.

Think of selling kitchen cabinets with a line like this:

"Your Neighbor with the laughing eyes."

But after all, the woman does not want to buy a cupboard full of shelves. What she is lured by is the thought of less work for woman, something that helps take the drudgery out of housework. The woman with the laughing eyes is the one whose housework is a pleasure, not drudgery.

Who would try to sell a dog by describing him as having one head, four legs, two ears, one nose, two eyes, and a short tail? Yet that is the way that nine writers out of ten describe everything from housedresses to pianos.

Why not try to make the girl just crazy to see that mouse-colored mongrel you want to sell! Why not tell about his loving disposition, his affectionate eyes—the way his ears stand up when she whistles—how he will lay his fond nose on her knees, love her when her sweetheart forgets her, and when her husband, later on, is detained at his office by the grinding business details. Of course the dog has four legs to mark up the floor; he has a cold, wet nose—but why tell the lady about that? She'll find out later on—why spend your good money to buy space to tell her stuff that is so obvious!

What millions of dollars are misspent to get people's attention without any attempt to stimulate desire for the goods!

How hard it is to stimulate the sale of a standard soap, but what an infinite appeal there is in "That Schoolgirl Complexion." How it stirs one up to read the line "How Many Letters Do You Owe?" That line gets quick attention when copy about excellent writing paper at fifty cents a box would not get a second's glance.

To put the breath of life into your advertising you must write something that makes its appeal to human emotions. To-day's advertising, except in rare instances, is no more representative of the full power of this human force than would be the driving of a twin-six automobile with only one spark plug connected. And to those who think advertising "isn't what it used to be," let me say that the advertising of the future is going to be so infinitely more effective than it is to-day that present advertising will appear as a mere candle flicker to a thousand-



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watt nitrogen bulb in comparison with the advertising that is to come.

When dull-and-dead advertising of to-day really pays its way, what amazing and incomprehensible power there will be in the advertising of the future filled with the breath of life!

## III

### WHEN THE POSTAGE STAMP CARRIES THE ADVERTISEMENT

*When direct mail supplements personal selling no part of the story is left untold—Winning the favor of the woman through the appeal of the printed message—Advertising to the individual focusses the influence of advertising to the mass—Fourteen years' experience with a house organ—Letters that reach emotions record results*

#### INTENSIVE MERCHANDISING BY DIRECT MAIL

BY J. S. OLDER

*Assistant Advertising Manager, Armour and Company, Chicago*

ADVERTISING, to do real work, must be sold to the executives of the concern doing the advertising, the salesmen for the house, the branch-house managers, the jobbers, the salesmen for the jobbers, and to the dealers selling the product. This can best be accomplished through the use of educational broadsides, booklets, sales letters, package and envelope inserts, etc.

But at no time should this promotional literature suggest that advertising will do all the work. Salesmen, particularly, must be made to realize that, temporarily, advertising means more work for them instead of less. They should be impressed with the importance of selling this advertising just as intensively as if it were a piece of merchandise.

Experience proves, however, that salesmen cannot always be depended upon to carry out such a policy effectively. Because of this, broadsides and booklets are the best means for merchandising an advertising campaign direct to the dealer. These broadsides or booklets should picture the entire campaign and acquaint dealers with the various ways in which they can tie



their own sales efforts to the national advertising of the manufacturer.

Another important item is the manner in which direct-mail copy is written or how house organs are edited. Too many manufacturers make the mistake of simply trying to sell the advertising campaign to dealers instead of telling them how they can make use of this advertising. The big mail-order houses are a success, not because their copy contains high-powered salesmanship, but because they build from the ground up by teaching consumers how to buy by mail. This is something the manufacturers must recognize when planning their direct-by-mail advertising material.

Practically every manufacturer is complaining about the high cost of distribution. It is the cause of much consumer dissatisfaction and newspapers are beginning to make investigations to find out what becomes of the margin between the cost of production and the retail cost to the consumer. The cost to sell must be reduced, and it can be reduced by teaching dealers how to buy and sell efficiently.

Advertising is teaching consumers to buy by brand name. Dealers on the whole recognize this, but they still require some real advertising education. Most of them realize that advertising will not carry the entire load, and when a salesman claims that the advertising of his house will create an instant demand for his products, the dealer knows that the salesman is not telling the truth. But the dealer will believe in the manufacturer's advertising if he is furnished a plan, showing exactly what he can do definitely to identify his store with the advertised products—and the telling of this story is real work for direct-by-mail.

A few years ago I worked on a kitchen-cabinet campaign with a total appropriation of twenty thousand dollars to be spent during the spring buying season. Of this twenty thousand about one half was spent in the national magazines, while the other half was used for direct-by-mail work supported by dealer helps.

The backbone of the entire campaign was based on a four-color, 24 page, 9" x 12" self-covered booklet, which pictured practically everything we asked the dealer to do. As a result of this intensive merchandising of what little national advertising

was scheduled, actual sales increases showed that the campaign had paid for itself before even a single line of national advertising appeared in the magazines.

Armour and Company right now are using eighty-five newspapers in a national campaign to promote the sale of Star Ham, Bacon, and Lard. Recently we scheduled a lard ad incorporating dealer names. One of our branch managers wired us that he did not want this ad, as he had only two dealers handling Star Lard. We wrote him that the ad had been planned by our executives and that it was up to him to make the best of it. We also outlined to him how he could use his various advertising and direct-by-mail material to secure distribution. This was two weeks prior to the appearance of the newspaper ad. When the ad was published, it contained the names of eighty dealers who had been induced to stock Star Lard on the strength of the various advertising material furnished.

National advertising, without proper promotion, is only about 40 per cent. effective, and requires several years to make itself felt as a powerful sales implement. But national or newspaper advertising, properly planned, properly promoted through the use of direct mail, will show immediate results. It is only by giving advertising effective direct-mail support that the advertiser can expect to receive the full value of his advertising expenditure.

#### DIRECT ADVERTISING FROM THE WOMAN'S VIEWPOINT

BY MRS. IDA BAILEY ALLEN

*Author and Lecturer, New York*

Who spends the largest part of our national income? The woman—who buys 85 per cent. of all our home and household goods and furnishings, food, clothing, and drugs. She holds our national purse-strings, our national bank account, our national success. She must be sold.

Assuming that a food, a utensil, a piece of furniture, a spool of thread, will stand a repeat order, what will sell it to her—and keep it sold? The very thing that keeps her sold on her favorite tearoom, movie theatre, department store: personality or individuality, something that tells the truth in an interesting,



comprehensible, terse, attractive way; something that will teach her how to use that article with intelligence. "Just advertising," as she calls it, no longer registers.

First, what are the personality or individuality possibilities of the thing you wish to advertise? Honestly, how does it differ from something else in the same field? What news is there about it? In what way can it be used best to serve the people? If you advertise it in the biggest, best way will it possibly help your competitor to increase the sales of his product? Are you yourself broad enough to put the right campaign through under these circumstances, knowing that if you do the right thing the public will stick by you? The public is not fickle, you know—it only vacillates with the shifting personality lights of the things you advertise.

What is the very best way to get your message across, especially to women? Through personality printing, a visualized message. Why? Because women love to receive mail. An interesting looking envelope is always opened. Because they do not read magazine and newspaper advertising thoroughly, but will read an attractive little brochure, or a sensible letter, or a helpful booklet. They will not only read these, but they will keep them for future use and reference if they are worth while.

I am amazed to find how quantities of direct-mail material is born. Not a definite part of a definite campaign with a definite mission, but an unwelcome aftermath to be disposed of as soon as possible, at the smallest possible cost. The copy often written by untrained people who don't know, the illustrations in tiny books fashioned from car-card drawings brought down, inaccurate statements, untruthful and inartistic colorings, well, if it goes into the waste basket, it belongs there!

What are the fundamentals of a good direct-by-mail advertising campaign?

First, analyze your field. Be curious, find out what the woman wants, sell her from her own viewpoint.

Secondly, definitely make a plan for issuing literature; covering a period of not less than twelve months.

Thirdly, if you are a magazine and newspaper advertiser, make your literature back up your publicity advertising. They are really twins; they belong together. In this case, the one opens

the door and the other is the handshake. Remember that many a splendid new product has failed to get across just because the public doesn't know how to use it. You cannot give this information in your publicity advertising space; the direct-mail campaign solves the problem.

Fourthly, if you are not a magazine and newspaper advertiser, your campaign should be planned differently. In this instance, the literature must pave the way, ring the doorbell and say how-do-you-do; then make your sale.

Fifthly, decide on your appropriation, not from the standpoint of how little you can get by with, but with the thought of how much business the right personality literature and well-planned campaigns will bring. In making your plan remember that there are many methods of distribution you can use that will give your literature added value. Learn to use the woman's own channels, her clubs and church societies, for example. If you send fashion or food lecturers to them, give her the best talent you can buy, back up the talks with really fine literature, adequate not only from the printing standpoint, but perfect from the viewpoint of contents. The most beautiful piece of literature is worse than waste, it becomes a knock if it is banal.

If you send an educational movie out over her church circuit, make it comparable to the movies she sees in the theatre. Why should she be bored by watching how your product is made? She is not as proud of it as you are, you know. And back up the movie by a little housekeeping, fashion, or recipe book that can be distributed along with it.

If you are conducting a food-show demonstration, put a real food specialist in charge, someone in whom the woman will have confidence, and back up your demonstration with suitable literature; not something you conceived fifteen years ago and have been using ever since, but something unmistakably new and up to date.

Exactly what is the woman's viewpoint; what is her real feeling toward advertising? First, she wants an honest article; second, she wants help; third, she wants truthfulness; fourth, she wants up-to-date-ness.

As to the articles advertised, fortunately, most of our widely advertised goods are standardized, but few of the ready-prepared foods are as good as they could be made. The formulas are



usually prepared by chemists, with a chef's cooperation; from the man's viewpoint, not the woman's ideal standards. "Good enough" is not good enough for the woman. To get over, any product or article must be the best of its kind. It's a saving of thousands of dollars to get a thing right before it is put on the market. This can't be done by submitting it for testing to your stenographer, or wife, or mother, nor by having your advertising agency send around a questionnaire or samples to domestic-science teachers and specialists, to get their reaction. Get some specialist in whom you have confidence, who can prove that she has been of service in other important instances, and let her work with your chemist in the final standardization.

When a woman sees a package inclosure, or writes for a booklet, she expects help. What does she often get? A group of intriguing statements trying to make her spend her money! The way to get the woman to buy your product is to show her how it can be used to save her money, time, or energy. If it's silver you're featuring, show her how to entertain easily; give her diagrams of how to set the table that she can turn over to her new maid, and she'll demand your silver for every birthday and wedding anniversary. If it's a food product you have to sell, show her how to build it into meals that are first easy to get; second, delicious; third, economical. Give her the whole meal, not just a recipe. The Food Administration taught women to think in terms of the balanced ration, and they've gone a long way since. If it's cloth you have to sell, cotton goods, show her what she can make for her house with it, and tell or show her how. If necessary, sell some patterns for appliques.

But to go back to the idea of helpfulness. What is a corset? It isn't, really, any more, but what is the corsetless corset of to-day? It's a foundation for clothes. What sells corsets? Not comfort, but the idea of how the woman will look in them. Comfort is second. First the vision, then the detail. Show the woman, in a booklet, how she should dress, not only as regards the corset, but in every detail of her costume for every type of figure and forget to mention your corset every other minute and you'll sell her forever. And her girl-children, and her neighbors, and her club-members and the women in her sewing-circle! Your corset literature will show her how to look beautiful, and the corset gets the credit.

Insincerity and understating of the real facts of the case by word and illustration have made failures of many washing-machine campaigns. Why tell the woman that the wash can be out on the line in twenty minutes when she knows it can't, or show her how to do the washing in a tea gown, which she knows she would spoil? Such advertising not only defeats its own purpose, but it antagonizes the woman.

Fortunately, this idea of truthfulness has seeped into most advertising, but there is still a debt to the woman that has to be paid—the debt of years of untruthfulness. What could be done to put the washing machine across?

First there is the woman's prejudice to that which is mechanical to overcome. She needs to be shown by a diagram or a series of illustrations how to operate it. She needs to be told truthfully how much time she can save. Figures from physicians, showing how much backache exists because of wrong postures while washing, can be shown her. All this is sensible. She can grasp it because there is something to it, it's true, and it should be backed up by two or three kinds of booklets. I would suggest a series of little ones, taking up the principles of laundry work, including starch making, hanging out clothes, ironing them, etc.; fine laundering and the removal of stains; the chemistry of laundry work; washing Dolly's clothes. The first two subjects take care of housewives everywhere; the first three serve the domestic-science teachers and their students in schools and colleges everywhere; and the fourth caters to the only non-saturated market, in the wife of to-morrow.

Awhile ago the Joint Coffee Roasters' Association issued a little book on How to Install a Coffee House. The edition ordered was five thousand; it was little advertised. Within three months fifty thousand requests came in for that booklet from hotels and restaurants and would-be restaurants. Why? Because it filled a need, and because it was timely.

There is a news slant to everything. Find it, and show it to the public. Change your advertising literature with the times and see the sales go up! For a year I have watched a cereal firm that is experimenting with vitamins. They have a special chemist and a fine laboratory. Their work is fascinating, thorough. Have they told the public about it? Not a word. Yet just a few pictures of that laboratory, the pigeons on which they



are experimenting, and a little talk on vitamins and their sales would increase.

Advertising is telling the public in a truthful, sincere way about the article you wish to sell and explaining how it can be of real help. Advertising should be news. It should be the headline, front-page story that sells the Special Edition—EXTRA. It should be forceful, positive, and up-to-date. Why use the same package year after year? Do you like to read the same story over and over? Why show the woman how they entertained in 1908? She wants to know to-day's method. Why show her how to cook according to 1912? She wants to know the new, time-saving, economical methods. What are you doing to serve your old customers when you get out the same literature year after year? Nothing new? Just study your product and study your market and then give me an honest answer.

As long as wonders like the radio can be evolved from ideas, as long as aeroplanes flash their messages across the sky, as long as physics and chemistry, and the fourth dimension, and Conan Doyle and ectoplasm are before us, there is something new.

Let's stand up, not sit down, let's make our product the best there is; let's realize that our every advertising word can mean dollars to the good; let's realize that our helpfulness can mean a more intelligent, healthful nation; let's find the best that art and printing can make possible to clothe our words of helpfulness and wisdom, and let's send it out so fresh, so scintillating, so practical, so normal, yet so different, that it cannot fail to bring real returns.

#### MAKING THE DEALER PART OF THE CAMPAIGN

BY ARTHUR FREEMAN

*Einson-Freeman Company, New York*

DEALERS are bombarded with miscellaneous printed matter, more or less over their heads, pestered by salesmen who usually have the one idea of getting an order, and in general used as a pawn by the average manufacturer and jobber.

We are coming to see more and more that the dealer is the key

to the entire distributive situation, and that unless the manufacturers of the country through the logical channel of their advertising departments with all their ramifications do the big job of cultivating dealers with the same finesse that they employ in the development of their own organization, they will wake up to find the retail business in the hands of the chain stores, the department stores, and the mail-order houses, who have really made a fine art of the training of those employees who come in contact with the ultimate consumer.

One way to do this educational job is through scientific window displays, linking up the manufacturer's advertising campaign with the dealer in such a way that he will not only feel the full benefit of the advertising, but will, if the job is properly done, improve his knowledge of the best modern practices in the getting of business.

We preach scientific distributive methods at conventions, write about them in the trade papers, and get out voluminous printed matter to this end, but we do not carry the message through to the dealer and his clerk behind the counter in such a way as to make it as practical for him as we might.

My contention is that the simple, sensible way of doing this is to make the dealer an integral part of the campaign by the use of his windows and counters simultaneously, with the operation of the balance of a campaign, so that he not only feels the effects of the advertising specifically but becomes a part of the operation, for there is no education quite like experience.

#### SUPPORTING CONSUMER ADVERTISING BY DIRECT MAIL

BY H. B. LEQUATTE

*Churchill-Hall, New York City*

EVERY agency man, and probably every man who has to sell advertising in any form, must at some time or other prove why his client should keep on advertising. One of our clients, to be specific it was the Boston Woven Hose and Rubber Company of Cambridge, Mass., asked me a few months ago why they should keep on. They weren't certain that they had seen any definite results from their advertising, and I hadn't been



associated with the account long enough to know myself just how much they had gotten from advertising.

But we started to check, and this is what we found: nine years ago this firm was selling six thousand jobber brands of jar rings (rings to go on fruit jars), and that represented 96 per cent. of its total volume. The other 4 per cent. was made up of eleven factory brands, no one of which was any particular item at all in the total volume of business, either in the jar-ring or the other business of the Boston Woven Hose and Rubber Company. The officials felt that they were doing themselves and their clients a real service in offering private brands. Obviously they did not own the business, however, because there were six thousand brands on the market, and when some one else got up a more attractive package, or when some jobber was offered a slightly better price by a manufacturer, the business switched.

They came, finally, to the realization that they should do something to protect their own business, their own name, and decided to try advertising. The first appropriation was less than five thousand dollars, and was split fifty-fifty, half of it going for consumer advertising and half of it for the merchandising of that consumer advertising.

Proceeding with our checking, we found that whether or not they had benefited from advertising, the Good Luck jar ring, which is their advertised brand now, was not in existence nine years ago, so there was no value which could be put upon that product at that time. As an indication of whether or not advertising had done them any good, we asked the officials of the company what they would take for the Good Luck jar-ring business now. They replied that they would want an amount equal to the profits for the next ten years. That meant that they valued the Good Luck jar-ring business at about three million dollars. We had spent a total of two hundred and seventy-six thousand dollars to build up a business which they wouldn't sell for three millions (half of this expenditure had been for consumer advertising, and half for direct mail to the trade).

We merchandise the Good Luck advertising direct to the dealer, and we do it in a good many forms. For instance, on the last of August, 1922, a letter beginning something like this went to the whole trade:

These letters are so much alike. We get a bagful of interesting letters from home canners every day in the year, but in the autumn they pile up like this. We would enjoy them better if they weren't all so much alike. The ladies write to scold us because they can't get Good Luck Jar Rings at the home store.

It goes on with that same general thought, developing the idea that the dealer has lost some business by not stocking, and incidentally talking about the 1923 advertising.

The first of September this went to the trade: "September has been one awful month," and then the story of selling the old stock first before reordering, cleaning up the shelves.

Following that, some time in October probably, this circular goes out:

Every hour we make a pile of Good Luck Jar Rings higher than the Woolworth Building. It doesn't take much arithmetic to prove this statement. Good Luck Rings are cut one dozen to the inch. This makes a gross just a foot high. We make 800 gross of Good Luck Rings every hour. The Woolworth Building is 792 feet high; just as high as the Woolworth Building with eight feet to spare.

Following that, in a little less than a month, comes this:

A fat man stooping over attempting to lay jar rings side by side! If a man should start on January 1 at the State House in Boston and lay Good Luck Rings edge to edge, and if he laid them as fast as we make them, by Lincoln's Birthday he would have passed Chicago, by Washington's Birthday he would be at Omaha, by Easter he would have arrived at San Francisco. As he rose to rest his knees and look out through the Golden Gate, he would find his task not yet a quarter done, because he would have laid down less than a quarter of our year's production.

Then we send out one that gets away a little bit from the production and talks about the product:

The Good Luck Rubber didn't blow out. If there is any problem the home canner has with jar rings it is that they do blow out. As a test for that, a hole was bored in a Mason jar which was sealed with a Good Luck Ring, tube attached and pressure turned on. It broke the glass instead of blowing out the rubber jar ring.

Next we issue a broadside to the trade telling about the 1923 newspaper advertising, reproducing some of the copy that will run, and listing the names of papers in which the copy will appear. Then a story on the dealer helps. Keep in mind that



that merchandising of the newspaper advertising which is only now starting to appear was done last November or December.

The Boston Woven Hose and Rubber Company had been advertising jar rings in magazines only, until last year when we took a limited section, a territory of which Chicago is the center, and a five-hundred-mile radius, and fifteen thousand dollars into newspapers and the same amount into merchandising that newspaper advertising.

After the season had closed, we checked up the entire country to find the general increase which had been made, and tabulated that. Then we took the increase which had been made in that territory around Chicago, deducting the first general increase. We found that that territory showed 143 per cent. increase; the country generally had shown 40 per cent. or 50 per cent. That wasn't particularly interesting unless it had been done at a profit which we really hadn't expected the first year. There was a definite profit on this first year's newspaper advertising and merchandising of that newspaper advertising which was greater than the profit generally over the country. In other words, that \$30,000 which we put into that territory came back with a profit the first year. Both the manufacturer and the agency believe that that would have been impossible with consumer advertising alone or without the merchandising of the advertising by direct mail.

#### LETTERS WHICH HOLD THE PROSPECT'S INTEREST

BY LOUIS VICTOR EYTINGE  
*James F. Newcomb and Company, New York*

IF SALES letters are to be successful in their purpose they must sidle up close to the reader and stay deep in his interest. And so, when we try to write letters that interest, we are writing solely to arouse something of self in the reader. The effort then, before we dictate a word, or write a character, should be to search until we find the self-interest of our reader. Having got this, the rest of the work is fairly simple.

Take as an instance the inquiry letter. In my sixteen years of direct-mail contact I have seen thousands upon thousands of inquiries treated in some such way as this: "We are sending

under separate cover our booklet number 27, which is the response to your valued inquiry. Trusting to have the favor, etc."

On the other hand, suppose that the reply to the inquiry had been phrased: "Thank you, Mr. Blank, for asking us, on the date, to send you our catalogue covering Borowen Ditch Drainers. It accompanies this letter, and on page 16 you will find trial test plan, which will allow you to find out what the Borowen can do for you, etc." Had such a letter been used it would have incited interest because it arouses certain emotions, of a selfish type, in its reader. There is first the flattery of appreciation in the "Thank you," next there is mention of the date and the subject, which immediately serve to refresh the memory, causing the inquirer to recall that he selfishly inquired, and then the direct lead to increased crops, a direct appeal to selfishness in more profit from products.

Right here let me suggest that, either as a subject head before starting the letter, or in its first paragraph, we always make reference to the date of the letter to which we are responding, and include some pithy reference to its general topic. This makes easy a search of the files for the original, or brings back to memory the purpose behind the letter.

And how dramatic letters may be! Suppose that you open your morning's mail and see set before you a dainty breakfast table, with a woman's hand just lifting the cover from a plate of warm sausages! The copy opens:

Man Alive: Can't you smell that savory aroma that rises from the kitchen in the morning? There's a sputtering and a crackling under the smothering cover as Newport Farm-Fed Little Pig Sausages swelter in the cooking fat. Tiny wreaths of zestful steam melt into the air to titillate your palate with tempting odors of spices and choicest dainties. Just imagine unfolding your napkin with a plate of these browned to just the mouth-watering point and beside them a stack of hot cakes! etc.

Why, any man's interest is incited, unless he's a grouchy crank of a dyspeptic, for he has been hit at man's greatest point of self-interest—his belly! That letter would never have won its remarkable results had it opened with any discussion of gut-casings, chopped pork, grinding machines, spices, which make up these same sausages!



His next paragraph tells about the spick-and-span open sheds, the delightful fields of green alfalfa where the young pigs run, the brooks of running water rather than the mud-holes of our imagination, the carefully chosen rations rather than slops given to the animals. Then he leads up to steam-hose washed killing rooms and the tiled kitchens with their burnished pots and the dainty air-sealed packages, so that you are all set to reach out your hand for your 'phone, when he closes with:

Just reach out for your 'phone and tell your grocer to have a package delivered to-day, so that they'll be on your breakfast table in the morning. And tell us how you enjoy them. Thanks.

Of course, the big secret of writing letters that incite reader interest is to find the right point of contact, and, having found it, play with it as does an expert fly-caster with his fish. When you have had an exchange of correspondence with your reader, it is fairly easy to study the mailings and arrive at a sound conception as to the character and nature of the person at the other end, but when one is preparing a form letter going to a class or a mass, then is when our trouble commences. As a blunt matter of fact, every form letter should be engineered rather than merely written. Any mailing of any kind, whether letter, broadside, booklet, or what, should be built only when its maker is in possession of all the information possible to secure and then surveys this as keenly and studiously as does the engineer in mapping a right of way. Even when you have this mass of information, there yet comes the matter of application, the search for the right appeal, the point of contact to be developed.

A Chicago linen house was about to open its doors and in an advertising firm that was to handle the account a conference of executives was in session, planning the campaign. One copy writer made a plea that the first letter tell how the head of the house had given more than fifty years to linens exclusively, and was rated the greatest authority in his line living; how as a boy he had broken fibers in the raw materials, thence served an apprenticeship in the linen sheds in the shadows of Saint Paul's of London; that later he had worked in weaving mills, been clerk, buyer, and manager in fine retail shops. He thought that this would make romantic story material. Another argued

that the firm's specialization in one line enabled it to offer finer qualities at more moderate prices, and that these, rather than personalized history, would be the best talking point.

Other angles were advanced and discussed, to no final decision, until the quiet stenographer taking down the minutes of the conference asked permission to offer a suggestion, and said:

You seem to hold too tenuously to the masculine and advertising viewpoint. You are talking entirely from this end of the business and not from the woman's angle, for 99 per cent. of all linens are bought by housewives. A woman's linens come into her life during more than two thirds of the day's twenty-four hours. She sleeps between linens; they hang in her bathroom; they play a part in her dress, and they are the joy of her table. Hence, this campaign, it seems to me, should be one that discusses the intimacy of linens and the emotions they arouse of comfort and pride.

Mary O'Connell was right, and her campaign won, and Mary is now one of the treasured copywriters of that same advertising house.

A publishing firm was about to market a book selling for twelve and a half dollars, containing more than four hundred letters designed for the use of retailers only. Five different letters, out of a score that were written to sell the book, were selected. Curiously, the one letter thought by all members of the firm and staff, including its author, to be the poorest of the five, pulled in more business than the four others combined. A study of this letter may tell us why. Here it is:

Frankly, Mr. Retailer, if Boggs & Buhl, those alert Pittsburgh merchandisers, paid \$14,130 for a series of letter mailings, would you be willing to pay fifty-two cents for the privilege of using these same successful letters for your own business?

If a single letter sold \$80,000 worth of wearables in four days, with all advertising stopped, and this in one of the most competitive cities of New England, would you pay three cents for that same letter?

If there are inactive or disgruntled accounts on your books, and you had the chance to use the series that brought back six hundred and thirteen patrons out of a dead list of thirty-five hundred names, would you pay us three cents each for the letters, as rental?

If, even in smaller towns like Wilkesbarre, where Weitzenkorn Sons opened seven hundred and one new accounts out of four thousand names, using six letters; in Clarksburg, W. Va., where Parson-Souders sold double the outside-suburb business on two mailings; in Ottumwa, where C. E. Cross used a series of mailings that increased his business five hundred and five in the year, and



all these letters could be had for your use at a nominal rate—if you can have the right to use these and three hundred and seventy-one other master-built letters at a cost of three cents each, would you read the details of our offer? Then turn to this folder's inside; the story's all there, including the order blank. Yes, all on a money-back basis—so read and order to-day.—Earnestly yours,

Here we have the unconventional salutation, true enough, but the "if" treatment has been used time upon time. The opening paragraph with its name of an institution nationally known to retailers is of the proof or testimonial type and carries an air of conviction, even when it is intriguing the interest by the blunt statement that \$14,000 worth of mailings can be secured for fifty-two cents. The second paragraph offered for three cents a letter that sold \$80,000 worth of goods. Ordinarily this might be doubted, but interest is incited when we stress the words "single letter," when we emphasize its singularity by saying "all other advertising stopped" and localize the performance in a hard-headed New England city. In the third paragraph we speak about inactive and disgruntled accounts, a sore spot with any dealer, and when that dealer sees that he can get letters at three cents rental (get the use of that word "rental" rather than sale) that revived 18 per cent. of dead accounts, he is more than passingly interested. Still other performance, under other conditions, is described in the next paragraph, and then, with a final tug, we lift our mountain-climber up over the last crag, and he gets the full vista, the full purport of our effort in the "right to use" and the w.k. order blank. The closing, "Earnestly yours" is quite proper, and in keeping with the speeded-up spirit of the letter.

If you are selling greenhouses to a woman, do not bewilder her with talks of specifications and construction. Play upon her emotions in her love for stately roses and budding blooms about the house; the joy of dainty vegetables at meals. If you are selling refrigerators, do not cause a puzzled pucker to appear upon her brow with blather about technically treated metals, but stimulate her joy in its sanitary qualities. Find the emotion in man or woman, whether it be pride, fear, gain, thrift, savings, love, or any of the dozens of phases of our complex make-up of business or living that influences us, and play upon that emotion with an extreme of skill.

# PUTTING MORE DIRECTION INTO DIRECT ADVERTISING

BY S. ROLAND HALL  
Easton, Pennsylvania

"Mass selling" is the latest fashionable term for the good plain old word advertising. It isn't such a bad term, for much of our advertising goes wrong because it is addressed to the mass.

I am one of the first subscribers to a new American business magazine. But though I subscribed immediately, for weeks I got invitations to subscribe; five requests in all. Too much trouble to check my name off additional lists, they tell me. All right, but how much faith will I have in that magazine's preachments on better business methods?

I get a mass message from a New York newspaper publisher telling me of the advisability of advertising Portland Cement in a New York City daily in order to reach the Jersey suburbanites "who buy their merchandise in New York and carry it home." We can't always protect ourselves against mistakes, but we can anticipate some things. A trust company sends me a fine letter on will-making, just will-making, and it so phrases its message that I am complimented if I have already been farsighted enough to make a will but am shown my duty if I haven't.

We get more direction and more hitting power when we narrow our appeals down to smaller groups or at least to groups that are better defined. When you tell me in some direct literature that you want to give some information that all men ought to have, you don't get very far. "All men" takes in too many. If you tell me that you have something to impart that is vital to all advertising agents, all married men, all automobile owners, all chaps that are past forty-five, or all poor golfers, you are gaining a little ground, but you are still addressing big groups. When you address me as a Studebaker owner, as the head of a small advertising agency, or as a father of two daughters, you are getting closer home, and I set my ears for what is to follow.

And this reminds me that not so very long ago I got a solicitation in the form of a letter beginning in this way: "When I saw



your Studebaker parked down the street the other day." It is a novel idea worked out by the General Tire Company with the aid of up-to-date automobile lists, the letters being mailed by the dealers after being completely prepared by the manufacturers. I don't think it is necessary for the letter to set forth that the dealer saw the car, if he didn't actually see it, but the point is that by focusing the letter on the owners of one type of car its attention-value is increased several-fold.

Edward Mott Woolley tells us in *Business* that he recently got a fine letter soliciting him to open a bank account as a means of saving for a home. The letter was generally a fine one. The one fly in the ointment was the fact that the recipient already owned a home.

Woolley, in that article, suggests a number of different motives that a bank might use as the key-note for direct advertising literature if it took the trouble to classify people or to provide certain service. He suggests: accounts for children, funds for education and travel, facilities for women's use in their banking, service to officers of organizations and societies, and so on.

Most banks have just run along with their trite appeals about "What a lot of fun it is to save money for the rainy day; we welcome your account, whether checking or interest, and here is the history, personnel and service facilities of our distinguished institution." Most of us find it more fun to spend money than to save it, unless some real object for the saving springs up or is implanted in our minds.

I have been reading about the effort that a big dry-goods store makes to collect and classify lists of mothers, business girls, golfers, boy scouts, high-school students, nurses, chauffeurs, house-maids, stout women, educators, club women, travelers, and a dozen other groups. It wouldn't go to this trouble if the results didn't pay.

You know as well as I do the reasons for a lot of our shots missing the target. These are some of the most common and most fatal: (1) Name put on the list carelessly. This covers names of people that we really have no chance to do business with, as well as names carelessly written, so that S. Roland Hall becomes Ronald S. Hill, or maybe Ronald F. Hell when addressed. (2) Names of dead people allowed to remain. Mail still comes addressed to a man that I worked for, who died half

a dozen years ago. (3) Names and addresses that are out of order, through marriage, removal, or other causes. (4) Names kept on the list when interest has been lost, or kept on as prospective purchasers after they have purchased.

It does not take long for a list to get twenty-five to fifty per cent. wrong. I think I have said enough to have all of you agree that lists are something to be gone over carefully by some keen person and that it is worth while having some competent helper responsible for the constant improvement of the list.

As a famous cartoonist says, "I wonder what the president of an industrial corporation thinks when he gets a solicitation from a bank urging him to start an account with one dollar, and what some young clerk thinks when he gets a long string of appeals intended for a seasoned executive."

Thomas Russell, over in London, recently referred to efforts of British advertisers who are apparently carried away by the American teaching for "capturing attention with the first sentence" and "the you principle." Mr. Russell makes a plea for abandoning these painful efforts to be personal in something that isn't personal and for composing a message earnestly and quietly without any nervous self-consciousness.

Why don't we do more experimenting, I wonder. Statistics and other people's experiences help us, but there are times when opinion as to whether this appeal or that is the better, or whether it pays to use first-class postage is something to be determined by a careful test on a list long enough to give a true cross-section of the job.

Think about geography in your efforts to get better aim. Your prospective purchaser down in Virginia is more impressed by a handful of Virginia testimonials than by reading letters from users of the article up in Maine or out in Dakota.

Occupation is another thing. If the Franklin car is the right thing for doctors, what doctors say about it means more to other doctors than what plumbers or salesmen say.

A large correspondence school that I once served groups testimonials and successful students so as to send to the inquirer about a drawing course the names and addresses of more than a thousand students of drawing.

Get better direction for your direct appeals by asking your local postmaster to come up to your club some day and tell



you about advertising matter as he sees it piled up. Something like nineteen billion pieces are being mailed annually. You will profit every now and then by being reminded of what the Post Office Department asks in the way of sizes, time of delivery, manner of assembling, tying, etc.

In general, remember that while a shotgun makes a lot more noise than a rifle, it just messes things up. Aim the rifle well and you get a nice clean hole that does the trick.

#### A HOUSE ORGAN IN ITS TEENS AND GOING STRONG

BY J. H. MOWBRAY

*Vice-President, D. S. Eckels and Company, Philadelphia*

OUR ultimate consumer never reorders, yet we manufacture about five hundred articles, and are in first place by so wide a margin that we have no near competitors. We never get a second shot at the same man. This may seem strange, but there are a million and a third of deaths in the United States each year, and our principal product is embalming fluid.

There are only about twenty thousand firms in the United States to whom we would like to sell. Our average sale will run about one hundred dollars.

Our company is twenty-eight years old, and is one of twenty houses in our line doing a nation-wide business. When our magazine was started, fourteen years ago, we were at the lowest ebb of our fortunes. At that time we had never heard the term "house organ," and I don't believe that we had ever seen one. But knowing nothing about them, we escaped the trap that kills so many house organs: we didn't load the reading columns with our business.

We knew that if our magazine was to justify the expense, those to whom we sent it must read it, so we used the reading pages to talk about the reader's business, and about things he'd likely be interested in. That left us the adjoining or facing pages in which to advertise our business and the goods we hoped he would buy.

Of course, what may be successful in one house magazine might be a total failure in another. Therefore, in order that you

may make a comparison with your own problems, I shall lay before you the main facts of ours.

About sixty-five million dollars' worth of funeral goods are manufactured in this country every year. There are about thirty thousand licensed undertakers, and about fifty thousand regularly employed assistants, and, as I have said, twenty worthwhile firms manufacture embalming fluid.

Anything which is sold in a bottle is sold on confidence, whether it be admittedly embalming fluid, or the same thing under a Scotch label. Obviously, therefore, when I assumed the advertising managership of our house, my first problem was to create confidence.

My next problem was how to take advantage of the reputation of the jobbers to sell to those who did not know us. Our own sales staff at that time was far too small to cover even one state thoroughly, much less the entire United States.

Our magazine solved both problems. It enabled us to tell and re-tell our story and thus secure confidence. By syndicating the magazine to jobbers, giving them a part of the advertising space for their own goods, we secured the coöperation of many of the key houses.

Despite the benefit it had been to us, as our business increased, we gave less and less time to the magazine until by 1915 its circulation had dropped from eight thousand to under four thousand. In that year we had something absolutely new to put across; a new product to put on the market, and a new method to introduce.

Hitherto we had not used the advertising columns of the half-dozen regular trade journals, because of the heavy expense involved.

With something new to put across, however, we bought space in each of them for two successive issues. A keyed coupon was attached calling for a sale of seven dollars and fifty cents. The average expense was about one hundred dollars a magazine per issue. We received from twenty to twenty-five orders of seven dollars and fifty cents each from each of the regular trade journals.

Not that we valued it as an advertising medium, but because we had the space, we inserted precisely the same advertisement in our own magazine. Our circulation was about the same as



each of the others averaged. The result was startling. In two months we received over six hundred orders for seven dollars and fifty cents each from our own magazine, which then had a circulation of but thirty-five hundred. Its circulation is now twenty thousand and it has jumped from sixteen to thirty-two pages in size. As soon as our present paper contracts expire, we plan to double its size, making sixty-four pages.

In other words, we're willing to buy twice as much advertising space in our magazine as we are now using. Let us take a better look at it. The trimmed magazine measures  $8\frac{1}{4}$  by 11 inches; 32 pages, on  $24 \times 36$ , 64 lb. coated seconds. It is printed eight pages to the form, one form usually having color added, making five printings, or a hundred impressions to the issue. It is our custom to print from fifteen to seventeen pages of straight reading matter. The advertising is printed usually on the even numbered pages. The outside form is composed of pages 1, 4, 5, 8, 25, 28, 29, and 32. Our magazine is published under our own name as Eckels Embalmer, and under the name of Coöperating Casket Houses, each of whom selects its own title and has in addition to the first page its advertisements on pages 4, 29, and 32. The name of the magazine also appears across the top of page 5, and on the editorial page, page 8.

The want ads are in the same form, which is always the last one printed, so that we may accommodate these up to the minute of going to press. Therefore when we shift from our own magazine to any one of the Syndicated House Organs, we have but one of the five forms to touch, and that is broken on the four pages nearest the end, and therefore the easiest to get at. The other two pages to be broken merely mean the transfer of electrotypes blocks.

Our reading pages are set in 8 point Century Bold Condensed leaded. The columns are  $10\frac{1}{2}$  picas wide, with 6 point column rules, making our entire page  $43\frac{1}{2}$  picas wide and 60 picas long, which is twice the depth of our regular catalogue pages. We are thus enabled to use electrotypes of our catalogue pages as advertisements. These seldom are changed for our stock items, variety being secured by changes in color on the tint blocks.

When we use tints, we put complementary colors at opposite ends of the press, set our distributing rollers straight across instead of at angles and let them blend in the center of the form

into a third tint. Thus, if red is used at one end of the fountain and blue at the other, each gradually blends into a purple in the middle.

If we use yellow at one end and a deep blue at the other, we get a chromatic scale of greens in between. At one impression, therefore, we get three or more tints which relieve our advertising pages from monotony. An occasional washup is necessary during the run.

Our editorial problem was much more troublesome, but we proceeded exactly as if we had been planning a trade journal on a paid subscription basis. We examined each of the regular trade magazines very carefully, and then carefully avoided duplicating them. In other words, we sought a new field, and then filled it.

We decided that there should be one or two stories in each issue, in which an undertaker or an embalmer figured. Since I didn't know where I could buy this kind of story, I started to write them myself, and have continued to supply them until the present time. Usually I sign the story with the name of one of our salesmen, seldom with my own. One technical article each month bears the signature of Mr. Eckels, who is quite widely acknowledged to be the leading authority on embalming in America. These articles are prepared from the answers he writes to the technical questions which come to him in his correspondence from day to day. These are always answered by him personally, and from the matter in these letters I prepare the article.

The names of our products are rarely mentioned in our reading columns, and when they are, they are only incidentally alluded to. We publish a great deal of humor, or what passes for humor, and believe it is liked.

About once every three or four months we publish a sample address on some such subject as Embalming as a Preventive of the Spread of Disease, Egyptian Embalming as Compared with American, Cremation, The Embalmer as a Sanitarian, and similar subjects, so that any funeral director who is called upon to address a Rotary or Kiwanis Club can use it as his own or as the basis of his remarks.

One feature of our magazine which has done as much probably as any other toward popularizing it, is the free insertion



of Help Wanted, Situations Wanted, Establishments for Sale, or Surplus Rolling Stock and Equipment Wanted, or For Sale. This page we head "Our Broadcasting Station."

Up until the time I assumed the sales management of our house, every traveling salesman for an embalming fluid manufacturer in the country was a practical embalmer, and spent a great deal of his time in discussing the merits of his product and perhaps still more in demonstrating it. Now, when you must draw your salesmen from a given class of men, it is a foregone conclusion that you are not going to have a staff one hundred per cent. efficient as salesmen.

There seemed to be two ways to approach the problem, one was to take embalmers and teach them to be salesmen. The other was to take salesmen and teach them to be embalmers. I decided to do neither, but to let our house organ do the arguing, tell our story, and convince the customer, and then send a real live salesman to close the deal.

We have but one embalmer on our sales staff. Our men know that they are not called on to discuss our products. They frankly disclaim being experts on embalming, and state that we have one authority on the subject in our establishment, Mr. Eckels himself, who is universally recognized, etc., etc.

We could not for one moment put this across had it not been for our house organ, which has made not only our name but our arguments as well known in the smallest country village as they are in New York or Philadelphia.

And so the little house organ which we first regarded merely as scenery has turned out to be a vital part of the play.

## IV

## EXTENDING FINANCIAL SERVICE THROUGH ADVERTISING

*Banks and financial institutions generally are rapidly developing more skill in gripping the public's interest—Radio and movies show interesting possibilities as media—Attracting the woman depositor—Physical features which increase resultfulness of bank advertising*

## PUBLIC RELATIONS AND THE ADVERTISING MAN

BY FRANCIS H. Sisson

*Vice-president, Guaranty Trust Company, New York*

A WELL-EQUIPPED advertising man in institutions whose public relation problems are important should be able to interpret the public's mind, not only on matters pertaining to the business of his institution, but also to its officers.

For this two-fold capacity he should be first of all a sound, practical psychologist, and the importance of this capacity for accurate mental analysis as a chief factor in advertising service is becoming increasingly understood. The complexity of human thought and feeling presents a real problem to such an analyst, but the measure of his success will be largely the extent of his ability to interpret and direct these motive forces of human action. He must understand the value and place of emotional appeal as well as of logical argument. Neither carries a complete message by itself. He must understand the varying appeals to the sexes and to the classes with whom he must deal, in terms of display, color, argument, and feeling. He must have a detached point of view which will give him perspective and an angle of accurate appraisal. He should understand economics and politics, production and finance, as well as distribution, for in all these fields factors are operating that affect his



message. To mix a metaphor, he should be the mouthpiece of business to the public, and the mirror of the public mind to business. He should have contacts in the business world which enable him to understand its problems and provide a hearing for his suggested solutions.

The competent advertising man of to-day must know not only how to sell his product on a basis immediately productive, but also how to establish good-will values for trademarks, and ideas which will be reflected in future profits. Underneath all his efforts, either direct or general, there should be the knowledge that business must rest upon a basis of public understanding, and that business can prosper permanently only when built upon a foundation of sound economics, of which the obvious elements are a sound monetary and banking system, adequate transportation, respect for the constitutional rights of private property, and freedom of initiative.

Consider for a moment what we may expect in default of proper public understanding of the vital economic questions before this nation to-day. Recall how long we temporized with our critical banking problem, how foolishly we have hampered and shackled our large industrial institutions in their legitimate expansion and beneficial economic functions; how we have over-regulated and strangled our railroads, and blundered in our taxation. All these and many similar situations demand the light of fact and reason to dispel the shadows they cast upon us. The inevitable harvest of ignorance is industrial and social disaster. Public sentiment must be informed and guided if it is to find expression in proper action.

In business and professional diction very inaccurate use of the word *ethics* is frequently made. We are asked to accept certain rules as the ethics of a business or profession, rules which in reality concern only matters of policy or practice, in which no ethical question is involved. The contention was once made that it was unethical for financial institutions to advertise. To-day, with that bogey dispelled, we face another problem in that it is unethical for professional men to advertise. In the sale of any service as intimate or personal as law or medicine, standards of taste may be involved, but not ethics, and I venture the assertion that the day will come when advertising will be used in the sale of personal as well as appropriate pro-

fessional service. Advertising is on the threshold of its golden age. It will attract increasingly better brains, and it will offer increasingly fuller scope to the creative genius of business, science, art, and literature. Its possibilities for service, in fact, challenge the boldest and most far-reaching imagination.

Advertising has, of course, already done a great deal to aid distribution. There are certain articles which you can obtain in practically any drug store in the country. There are certain food products which you can find in any grocery store. Advertising has been a primary factor in bringing these goods to the people.

The quickening of demand has broadened distribution not only of advertised goods, but of other goods as well. It has made carload traffic for the railroads, where before there had been only case shipments. It has drawn salesmen into new territory. It has stimulated the distributive machinery of jobber and retailer. Increased sales have resulted in larger bank clearings, in the employment of more people, in better business.

Advertising has also, through its primary function of facilitating distribution, a vital effect upon many phases of production. One could go through the whole list of the various branches of production, from the extractive industries to those turning out highly specialized manufactured goods, and find that advertising has to some degree been a factor in the development of the industry.

The advertising of men's collars and shirts reaches, in its effects, to the workers in the cotton fields. Increased demand for cotton goods means increased opportunity for the cotton grower. California fruit growers, through the use of advertising, have been able to stabilize their business, bringing the demand up closer to the production capacity of their groves and vineyards. The conversion of by-products of certain crops into useful and profitable articles has been largely made possible by the advertising of these articles.

In the field of manufacturing, advertising has a more direct relation. Factories have been able, through the use of advertising, to increase their output, to give employment to more people, to create better working conditions, and to stabilize their operations. These results are of economic value, not only



to the individual manufacturer, but to the worker as well. This means, too, in a great many cases, lower prices to the consumer, for through increased production lower unit cost is made possible.

That day has long passed, if indeed it ever existed, when advertising, under proper conditions, could be considered as an experiment or a speculation. It has long since become a demonstrated economic factor as a business builder and a clearly proved educational force. That it may not always, in all hands, operate with 100 per cent. efficiency is no more a proof of its failure than an unsuccessful operation on the human body by a horse doctor would be a proof of the failure of surgery. Its call is for skilled men, broad men, who have thoroughly mastered the tools with which they must work, whose sense of public psychology is sure and true and whose vision of national opportunity is as broad as the world.

To-day particularly invites the advertiser to lay up stores of good-will and prestige for future markets. Now is the time particularly for advertising to be informative and educational, to help create new standards of living, to stabilize markets, to make life more comfortable and attractive, as well as more just and sound.

The force of organized publicity during the war brought about a mental and spiritual transformation among our people, and a devotion to principles and ideals which it would have been impossible to create without its use. It served the purpose of welding a somewhat heterogeneous and loosely organized people into a thunderbolt of power which turned the scales for civilization. No nation could experience this awakening process without stimulating its mentality, without quickening its imagination, without enlarging its vision.

From that experience we have emerged with a new realization of the power of the printed and spoken word in the sale of ideas, and with the increasing belief that the issues of peace may be brought home to our people as convincingly as the issues of war through the intelligent use of this great force. Indeed, I am confident that the day will come when it will be thought necessary to present the merits of every issue of paramount public importance before the people at large in some form of advertising. If the way could be paved before action by information and understanding, how much fewer would be our sins of eco-

nomie and political commission and omission. If a new and progressive idea seeking acceptance, or an old and sound idea seeking support, could be presented to the consuming public with the same strength of appeal that a new commodity commands, how much greater chance of prevailing it might enjoy. Even as advertising reached and stirred our souls to sublime sacrifices, so it may guide our minds to accurate judgment and rational acts, for the appeal of advertising can be made both to the feelings and the reason, and response and conviction measure the strength of its appeal.

In the broad problems of public relations which arise in a democracy, advertising can be employed with great power to serve useful ends. In spite of the fact that its powers are in many respects limited by the limitations of human nature, and that it is difficult to make of it an exact science, constant progress has been made toward its more scientific use. In many of the complicated relations of modern society its utility has already been clearly established. Many problems of public regulation and legislation furnish an opportunity for advertising service, as is bound to become increasingly apparent. One great American economist has styled us "a nation of economic illiterates," and our own Josh Billings aptly wrote that "the trouble with the American people is not so much their ignorance, as the tremendous number of things they know that ain't so." To the lessening of that economic illiteracy and the decrease in the number of things which the public knows that "ain't so," advertising can be helpfully employed.

#### THE GROWTH OF BANK ADVERTISING

BY W. W. DOUGLAS

*Bank of Italy, San Francisco*

LARGE banks in all sections of the United States have been materially increasing both the frequency and the size of their newspaper advertisements during the past two years. As an example of what has happened in the last five years in one section of the country the case of San Francisco is illuminating.

A prominent daily of that city, the *San Francisco Chronicle*,



tells me that while in 1918 it carried 98,490 agate lines of bank and bond house advertising, it carried, in 1922, 739,102 agate lines, an increase of more than 750 per cent.

This amazing growth in the quantity of financial advertising carried by the press is not characteristic of San Francisco alone, but of California as a whole. There are, to be sure, two reasons why the banking institutions of this state should have felt an accelerated impulse to get themselves before their public. In the first place, there was the example of the Los Angeles banks, which were among the most enthusiastic of advertising pioneers. And secondly, the spread of branch banking in California forced upon country banks the necessity for more vigorous methods if they would retain the business of their communities. But there are many and indubitable signs that a similar situation exists all over the country.

Most banking magazines now regularly set aside a special section for the subject of advertising as a vital part of financial discussion. This does not mean that American banks are growing noisy and blatant in their methods. But it does mean that there has been a complete revolution in the relationship of the bank to its public. Once the most arctic and remote of institutions with which the everyday citizen had to have dealings, it now is rapidly becoming the most affable and approachable.

This change has not been accomplished through mere increase in advertising bulk, but by the growing skill of financial advertisers in presenting the A B C of practical finance in an understandable and compelling way. I have been impressed constantly, in looking over bank ads produced during the last year, by their vividness, punch, and terseness of expression, by their apt use of illustrations. The historical series now so popular with banks in many cities is an instance of the ingenuity with which real business interest and powerful "sales talk" are being combined with that dignity which banks as a whole are still reluctant to abandon.

Much of the impetus toward this type of financial advertising was undoubtedly given by the Government during the war. Before that time a dark cloud of suspicion still hung in many quarters over all advertising persuasiveness and eloquence in the field of finance. Fortunately that cloud was permanently dispelled by the wholesale publicity of the United States in sell-

ing Liberty Bonds and War Certificates. But the admirable effectiveness and professional finish of financial advertising in 1923 owes an additional debt to the organized leadership of this association.

It has felt to the full its responsibility in keeping financial advertising on a high plane. And in a season of great productivity like the present, the need for that responsibility is intensified. There are, so the Department of Commerce tells us, more jobs than there are men to fill them. Railroad traffic is heavy. Trade reports are good. There is enormous activity in building, in the production of cotton goods, of woollen textiles, of furniture, and of many other lines.

All this means that a vast number of wage and salary earning people, most of them financially untrained, have an increased amount of money to invest. And that is the season when the shyster broker, the financial shark, and the get-rich-quick promoter are the most busy with their schemes for trapping the financially ignorant and unwary. It should consequently be the season when the legitimate financial institution is most persistent in its program for educating the people to sane and safe investment of their funds.

The Bottomly frauds, so recently exposed in England, show how readily a great mass of the public can still be gulled, with widespread and tragic results. And it is the high duty of an organization like this to see to it that the American people shall not be abandoned through ignorance to the mercy of financial impostors.

#### BUILDING DEPOSITS WITH THE MOVIES AND RADIO

BY R. E. WRIGHT

*First Wisconsin National Bank, Milwaukee*

NEWSPAPERS must continue to form the backbone of the advertising program of any progressive financial institution. The newer forms, such as the movies and the radio, can be utilized only to a limited degree and therefore must be considered supplementary media.

On the other hand, many will be inclined to agree with Mr. Edison, in part at least, in his recent statement that nothing



is so powerful as motion pictures in influencing people, and that in twenty years children will be taught largely through pictures instead of books.

After a careful study of the question, it is my conclusion that motion picture advertising can be employed effectively and profitably, both for advertiser and consumer, if the defects now existent in film advertising are corrected. But to continue on the basis of the past means loss of prestige for the advertiser as well as wasted money.

When choosing a theater in which to advertise, it is well to remember that the neighborhood theater offers, in most cases, the best medium. There is a certain loyalty to the neighborhood theater as a community institution that causes the majority of people to attend it. They will not attend, of course, if they are bored with advertising which has nothing to commend it from any standpoint except that of pure commercialism. I contend, however, that film advertisements can be made exceedingly entertaining as well as instructive, and resultful for the advertiser.

Some motion picture patrons are rabid in their objection to the use of advertising of any kind in a place of entertainment, and perhaps nothing will convert them from this stand. But probably the majority of patrons of neighborhood theaters will not object to a reasonable number of film ads restricted to a reasonable amount of footage, if they understand that the revenue derived by the theater owner from the renting of these film ads makes it possible for him either to put on better features at the same price, or the same features at a lower price. From the returns from questionnaires that I have sent out, I am convinced that stationary slides are to blame for a great deal of the censure that is heaped upon advertising in the motion picture theaters. There is nothing about them to intrigue the attention in the way that there is in a cleverly worked out motion picture film, either in the form of a posed scenario or an animated cartoon.

Two other forms of questionnaires were sent out in the effort to get the opinions of people living in the vicinities of neighborhood theaters. These questionnaires brought but a small percentage of returns, a fact which may indicate that many people do not feel very strongly either for or against the showing

of ads. The first questionnaire invited an expression on the part of those opposed to film advertising by definitely asking whether the recipient objected to the use of film ads. The other omitted this question, but gave opportunity for such expression in the other comments invited.

The mailing list included names of persons appearing on the polling list, whose addresses showed their residences as near the theaters in which our film ads were being run. Sixty replies were received from the first questionnaire. Of these thirty were negative and thirty positive, but eleven of the sixty answered merely "yes" or "no" to the principal questions. Of the forty-nine, twenty-one were negative and twenty-eight positive.

So much for the readers' point of view. Recently we used the same method in questioning the film advertisers. Questionnaires were sent out to all banks and investment houses which are members of the Financial Advertisers' Association, asking for information as to their experience in the use of motion picture advertising. Out of seven hundred banks and investment houses interrogated, three hundred and twenty-three replied. Of these, fifty had used motion picture advertising, but had discontinued it; fifty-one were still using it, and two hundred and twenty-two never had used it. Some were enthusiastic boosters; others very enthusiastic knockers.

Here are the principal objections, as stated by the banks, to the use of motion picture advertising in theaters: the difficulty in getting into first-class theaters; poor films; results not sufficient for money expended; not sufficiently dignified; unsatisfactory service; criticism from audience; belief that theaters are poor places to talk money-saving; people there for recreation, not serious thought; inability to depend upon film being run as agreed and paid for; judgment of associated banks against it; have not traced any results.

The affirmative arguments have been summed up very ably by Mr. Holderness, vice-president of the First National Bank in St. Louis, who wrote me as follows:

Believe it is very effective, but doubt whether stock films would be worth the price. In any case film must be short and must be built in at least the proportion of four to one as between entertainment and education on one hand and advertising on the other. In other words, I find that the average movie audience



chafes under almost any picture that is manifestly advertising from end to end, particularly if it is a long one. Movie fans go to picture houses to be entertained, and are very exacting in their demands. However, most movie fans have a certain amount of civic pride and loyalty to local organizations, and incline sufficiently to a "live and let live" principle to stand for a little advertising between acts provided that advertising is not fed to them in a distasteful way. Greatest difficulty is in getting contracts with some of the best houses.

As to the cost of film advertising, the determination must deal with intensity of impression rather than simply with circulation. There is no doubt that for the same amount of money one can get in the newspapers a much greater circulation than one can in the motion picture theater. But we know that all people do not read the ads in the newspapers, and practically none of them read all of the ads, whereas every person attending a motion picture theater cannot fail to see the film ads unless he deliberately turns away or ascertains the time when the film ads are shown and regulates his attendance accordingly. This, however, is not always possible, as the pictures are shown at varying parts of the performance and even if always shown in the same order, the length of the different features will cause a variation in the time of showing of the ads. Need we concern ourselves with those few who are, we might say, violent in their antipathy to advertising in the theaters?

As to the checking of the service, this is a more difficult problem than is involved in checking newspaper, billboard, or other forms of advertising. It is easy to clip the advertisement from the paper and the A. B. C. takes care of the guarantee of circulation. With a motion picture theater the only thing that can be done is to see that the theaters in which your copy appears have proper seating capacity; that the house normally runs a type of picture that will ordinarily fill the house to a reasonable degree, and then see that the service is given by actual inspection reports. The First Wisconsin National Bank has followed the practice of sending an employee inspector to each theater once each week, the film ads being changed that frequently. We furnished these employee inspectors with report blanks and paid their admission for this purpose. We found a double benefit from this procedure. We were assured that our films were being run as per contract, or credit given for failure to run, and we got our employees interested in our

advertising. Any one will agree that this is an important factor.

The items covered in our inspection report are title of ad, impression on audience, approximate number of people in audience, character of audience, comparison of our ad with others, period of time inspector was in theater, and time of showing of ads.

Some of the comments on these inspection reports were: audience stopped talking to watch the picture—evidently they didn't think it was an ad; overheard someone say, "First Wisconsin sure has a clever ad"; was undoubtedly interesting; heard remark concerning size of bank and number of people in it at the time; someone remarked, "What a crowded bank!"; general murmur as heavy door of safe deposit vault was swung open.

On numerous occasions people who have come in to open savings accounts stare for a moment at the new account teller, and then burst out, "Oh, you're the lady in the movies!" We have had a number of cases in which mothers bringing in their children to open savings accounts have said that they were influenced to do so by seeing the mother in the motion pictures opening accounts for her two boys.

As to the kind of films used by banks, we are illustrating that by the showing of a composite reel made up from short stories from a number of banks which have been kind enough to cooperate with us in this way. A great many banks have used stock films either in the form of posed scenarios or animated cartoons. Others have had special films made of the activities of the different departments of their banks. The cost of the latter ranges anywhere from one dollar to two and one half dollars per foot. If the films are to be used in the theater circuits for which contract is made through a film ad service, the cost of the service usually includes either the making of ordinary film (not involving specially built set-ups or the use of expensive actors), or the furnishing of stock films with leaders and trailers about the particular bank advertised. In two cases reported the bank participated in the filming of scenes of the city in which the bank was located. These were shown as community efforts and probably were exhibited in downtown theaters, as a result of which the bank doubtless received both direct and indirect advertising.



One of the most frequent uses of film ads is in advertising the bank's Christmas Club.

Our questionnaires show that the use of motion picture film in guild halls, societies, and before classes of pupils touring the bank has been very limited. We believe that this offers one of the best uses for motion picture film. In our own case our film has been used to illustrate talks before women's clubs; it has been used in church halls at a very nominal rental charge; and with special value as a feature of a tour of the bank by classes of school children. In one case we had a class of foreigners from the Continuation School, numbering about 250. Naturally this class, visiting the bank at night during Thrift Week, could not visualize the operations of the different departments as they were performed during the banking day. However, with the use of our motion picture film, we were able to show them all these activities with the result that the visit to the institution was made much more interesting.

Our conclusion is that motion picture advertising may be used in certain classes of theaters for certain classes of banks in certain classes of cities under certain conditions. The possibilities for the future depend upon three things: reduction of the number of slides, showing of reasonable amount of footage of film ads, and use of clever, entertaining, novel, and educational film ads, with the advertising introduced in a subtle manner and apparently as a by-product of the entertainment and educational features.

The second great medium supplementing newspaper advertising, the radio, may be used for bank publicity in its two forms, broadcasting and receiving. Because of the very great cost of a good broadcasting station, broadcasting is likely, for the present at least, to be restricted to a small group of large banks in fairly large cities.

The use of the radio for broadcasting purposes means for the bank either the installation of a powerful broadcasting station at a cost ranging upward from \$25,000, or some joint arrangement with other lines of business by which a number of concerns share the cost of installation and maintenance. A bank in Nebraska contributed one thousand dollars to the original cost of a local broadcasting station, this assistance being given because of the desire for a good station in their city. The cost to another bank,

which is on a coöperative broadcasting station, is four thousand dollars a year for the service. All expenses of operation are taken out of the general fund. This does not cover the additional expense in collecting market news. General publicity only is obtainable, for the Government is very strict in not permitting any firm to make direct advertising appeals by radio.

It is not remarkable, therefore, that there do not seem to be any cases among banks where revenue is derived from the radio station. From what can be learned, it appears that a broadcasting station is fortunate in securing high-grade talent without cost, but there seems to be no difficulty in doing that if the station is of sufficient power to reproduce satisfactorily. Government bond reports, stock reports, foreign exchange, grain, live-stock, butter, poultry and egg quotations, quotations of representative bonds, other agricultural product quotations, addresses on thrift and entertainment programs form the releases.

The following conclusions of a Los Angeles bank, made at the time when the question of installation of a radio broadcasting apparatus was up for consideration, are of interest. The plan contemplated was that the bank would share the station with a local newspaper and an automobile club, the newspaper to pay the entire cost of installation, and the three parties each to pay one third of the cost of maintenance and the cost of their own programs. This bank found that its share of the expense of maintenance would run from two hundred and fifty to four hundred dollars a month, and that the cost of preparing material would probably make the entire expenditure nearly one thousand dollars a month. There was no evidence that the returns would in any way compensate for the expense. They did not consider the value to be derived from having their name connected with the less serious broadcasting, simply for the advertising to be secured from putting on a program, to be worth while.

Another bank actually bought a broadcasting station, but not having a competent operator, and finding the air full of broadcasts from three or four active stations in the same town, never fitted up the room, and their apparatus remains in the warehouse. The writer of this experience says that if any one knows of a good bank which would be interested in the purchase of a



first-class, complete broadcasting set, he would like to be advised.

Not all opinions on radio advertising, however, are so lugubrious. Evidence of attention to radio advertising followed the announcement by radio of the Northwestern National Bank and the Minnesota Loan and Trust Company of Minneapolis that blank forms for taking down the radio market reports would be furnished free to banks upon request. Inquiries for these forms were received from more than six hundred banks, business houses, and individuals. The institutions feel that the publicity received from the radio is beneficial, though very indirect, for most of it is among people outside the field from which the bank derives the bulk of its business.

As an example of the effect which may be produced by the proper use of a broadcasting station, the Union Trust Company of Cleveland reports that it received two thousand complimentary letters following a single concert, and that some of these programs were heard in such distant points as Costa Rica, Los Angeles, and Nova Scotia.

As a result of the broadcasting of some of the larger institutions, a great many banks are installing radio receiving sets for the purpose of getting for their local customers the information broadcasted. One bank is reported to have considered establishing a sending station at its main office, and receiving sets at each of its forty-eight branches, but was advised that in the present state of the science such an arrangement would be very costly if not impracticable; costly chiefly in the time required by employees to tune up and keep working the receiving instruments at the branches. A large bank on the west side has likewise dismissed the idea of installing broadcasting equipment until a higher degree of perfection is available. Many banks have installed radio receiving sets. One reports that it had the first receiving set in its city for banks, that it cost seven hundred and fifty dollars, and that they got considerable publicity for a month, after which it was dead.

To sum up the radio as a publicity medium, as to broadcasting, there is at present a large publicity value to the institution which is large enough to pay the freight. As for receiving, there does not seem to be much publicity value accruing to the bank operating a set, although in view of the comparatively small

cost of a receiving set, its installation is probably justified because of the service to customers that it makes possible.

#### SELLING PERSONAL TRUST SERVICE

BY TRACY E. HERRICK

*Assistant vice-president, Cleveland Trust Company*

IN THE mind of the average citizen there lies a deeper sense of real mystery concerning the details of operation of bank service, especially including that of trust companies, than about any other modern institution. General types of incorporated endeavor seem an open book to most of us, but it is an unusual citizen who doesn't more or less habitually wonder what a trust company is all about.

This ignorance is gradually being lightened by educational advertising which has made it possible for trust companies to employ profitably personal trust service salesmen. This has come about only rather lately, extending back not much further than five years.

It is said that only a few years ago bona-fide salesmen were about as scarce as radium, and may I say earnestly, that a good one to-day is nearly as valuable. One of the greatest factors serving to evolve the trust salesman was the unwillingness of trust companies, some years ago, to bother with selling personal trust business. Doubtless they may have been quite willing to handle an estate after it had been given them, but they perhaps dreaded the inconvenient and grievous ordeal of "going out after" trust business. Hence the evolution of the personal trust salesman was a perfectly natural development, and his coming was favored alike by the stockholders and bank officials, because of the labor he saved them and the fine results he obtained. At our bank all are encouraged to sell personal trust service, and most of us do. The executive and the junior officer, the branch and department manager, the teller and the clerk, the stenographer and the bookkeeper, the guard and the messenger.

Advertising, selection, solicitation, negotiation, and service; these are the keynotes of the trust salesman. This plan makes necessary the coöperative services of a sympathetic publicity man.



Recently your speaker was reflecting that the utmost in trust sales was not being realized from the prestige of our branch managers. This led to the thought that if each manager could announce to his customers that he had himself taken the all-important step of putting his house in order, it might serve to influence the visiting public to do likewise. I spoke my troubles to our publicity manager, and he produced this card which was exposed in each of our branch offices: "The Manager here has signed his will. His family is protected. If you cannot say as much, see him at once." Its effect was almost startling. The managers were besieged with inquiries as to how their personal affairs were arranged. One reported that a very wealthy customer immediately discussed in detail a trust with him, and negotiations for it are now going forward.

I believe that trust advertising should be historical in the main. Nearly all of the advertising booklets on trust service used by the Cleveland Trust Company are tied to actual events, and thus have a reason for existence. For example, "The Living Trust from the Lawyer's Viewpoint" in the report of an address delivered by the late Mr. Goff before the Cuyahoga County Bar Association, and "Wills and Living Trusts," the report of an address given by Mr. Goff before the assembled managers of a large Cleveland manufacturing concern.

It is my opinion that many good things, including trusts, are not forthcoming in this life because the invitation to give the business is lacking. Here it might well be observed, in reviewing the history of most "closed" trust business, that the opening and closing conferences easily prove the most resultful. Consider, for instance, this opening conference: "Mr. Jones, you say your holdings are mostly in down-town real estate. You would be interested, I am sure, in hearing about our very complete facilities for handling real estate, etc." Closing: "We have analyzed your situation. We recommend a type of real estate trust agreement for you for the following reasons (whatever they may be); we are sure you will enjoy a trust relation with us such as we now recommend, and that the arrangement will prove an entirely satisfactory and profitable one to you, and save you much work and worry."

It is on a basis of similar presentation that most trusts seem

to be sold. For a bank just starting to develop its trust business and facilities, solicitation seems an absolute essential. This would seem to indicate that most of us who have solicited trust business for a period of years should look to find the need for it decreasing. Having established a background of solicitation, selection becomes a more insistent factor. Investment, financial and family problems of the average man of substantial property; changing business conditions, and the influence of a host of satisfied trust customers serve to drive a larger and larger number of inquiring prospective customers to the doors of every trust company having a record for faithful service.

The personal trust salesman has the opportunity, of course, to recommend such services as the following to the legal advisors of corporate enterprises: viz., a Registrar, or Transfer Agency for the registration or transfer of stock, and so on, under the corporate trust facilities where service may be given by the trust company as Receiver, Escrow Agent, Trustee in Bankruptcy, Assignee of Property for benefit of creditors, Paying Agent of Bonds and Coupons, Fiscal Agent of Corporations, etc. Recommendation for a plan of Estates Trust Service having been made and placed in black and white before the customer and his legal adviser, then comes the matter of further negotiation and finally of closing. This may be made easy or difficult according to the intuitive course of action of the salesman. Certainly one essential must not be lacking: patience. The next most needed quality is personality.

Sometimes the personality of the salesman is under the scrutiny of the prospect for many months before the business is finally sold. A gentleman had indicated his willingness and desire to enter into a personal trust agreement with a trust company. His business was extremely desirable. After a tentative plan was submitted and carefully reviewed with him and his lawyer, he was interviewed and telephoned numerous times, each of which brought renewed promises on his part to come through. After this had gone on for months the salesman decided that it was time to close the trust or discontinue negotiations. The trust salesman handled the matter somewhat as follows: "Mr. Blank, I am inquiring as to how you and I may celebrate the anniversary." "What anniversary?" "Why,



the anniversary of your plans to 'Put Your House in Order.'" "How come?" "Well," replied the salesman, "it will be just a year ago to-morrow that we first talked over these plans with you." "You win," said the prospect, "I'll take care of the matter to-morrow." And he did.

Strangely enough, the act of closing new trust business seems essentially a static endeavor, so to speak, on the part of the salesman. In other words, more business will be closed under the supervision of a salesman who leads the prospect voluntarily to close, rather than attempting to secure an involuntary or forced close from him. Here is an illustration. Several men whose interests were closely and vitally related adopted the living trust plan, one after another, with the exception of one who held out. The partners tried urging him, but to no avail. Then the salesman counselled them to wait. Months elapsed, and the two associated came to appreciate fully the advantages of the careful and efficient management of their estates in trust. They learned to depend on the trust company for all investment and management service for their individual estates. More and more, naturally, they discussed trust company facilities among themselves, never neglecting to extol the advantages of their trust arrangements to the unconvinced associate. Before long he began to question the others as to when and what their estates were buying and selling. They told him in effect that while they were quite willing to tell him in a general way what was going on in their holdings, they thought it inadvisable and unfair for him to rely upon the trust company indirectly, through them, for investment and management leadership. He admitted this, and of his own volition asked the salesman to come and write him up.

The most really efficient method of selling trust service probably is group selling. This consists in selling a "key" man in a social, business, professional, or industrial circle. He can pass the good news along to his friends, and they may be sold literally *en masse*, or singly, at the discretion of the salesman. This is a most effective method, because the buying suggestion is extended indirectly. Should the salesman chance to address the members of a club, their interest in the plan may fairly be supposed to be coordinate with his evidenced interest in their own estates affairs, and trust sales ordinarily result. Should he sell the

president of a corporation, he in turn will be likely to sell the idea to his official staff, and they, in turn, to their relatives and acquaintances. In this way the sales mount rapidly. Should the salesman address a group of doctors, lawyers, or insurance men, and give in his talk expressions of his willingness to help solve their problems, they will usually respond. Should he talk to a group and extend them individually proffers of cooperation in endeavoring to solve their estates problems, he is likely to be reminded months afterward of the effectiveness of his efforts as these trusts drift in. Group selling seems in every way the most up-to-date and satisfactory method of trust selling.

There is at present great need of a more extensive, popular, and general education as to the details, practices, and methods followed by the best trust companies in the handling of estates. Publication of such matter would exhibit clearly and generally to the public how righteous, efficacious, and fair to present and future generations we know our service to be. Law books and financial journals are now replete with such information, and it will be a happy day for us all when it becomes a topic of more general interest, in publications of a more general nature. Your good influence is much needed to bring this about. If the need for this kind of publicity were not urgent, you and I could not hear such expressions as this: "I'm perfectly sane, in my usual good health. I'm not going to die yet awhile. I don't need a guardian!" or "My wife is a fine business woman; she helped me accumulate and conserve our estate. I don't want her to have to beg of any trust company for what is rightfully hers after my death," or "You are a fairly efficient crowd now, but how do I know that your complexion may not change after my death?" Remarks of this sort come from the most intelligent sources. There is but one direct way to cope with this problem at present: advertise collectively if you can, individually if you may, but tell the story in a way to remove any apparent veil of secrecy. Get down to non-technical facts. Don't evade, don't sugar-coat. Give the public the complete story of modern trust service. Destroy the element of seeming mystery which until removed will continue to cost trust companies money and perplex the customer. Be broad. Don't talk your own XYZ Trust Company exclusively. Have a



brief for all good trust companies, and your work will be more widely noticed and more carefully read.

#### HOUSE ORGANS FOR BANKS

BY EDWARD H. KITTREDGE  
*Old Colony Trust Company, Boston*

WELL-printed, well-edited house organs perform functions that no other form of advertising or medium of contact with your own organization, your clients, and the public is equipped to do at as low cost. I am speaking of the hundred per cent. successful house organ, the kind its readers would gladly pay for rather than miss getting, the kind every editor would be proud of, the kind for which the board of directors cheerfully appropriates money.

To your prospective clients the external house organ comes as a well-dressed, persuasive solicitor, who calls regularly. If the prospect is in Chicago or San Francisco, Boston or New Orleans, New York or Denver, this caller waits till he gets back. The house organ serves also as an advance agent to set the stage and prepare the way for a conference with some officer of the bank, which results in putting a new customer on your books.

As we see it, the aims and functions of the bank house organ are definite and easily outlined. But they are not easy of accomplishment. To make a house organ successful is a man-size job. Let us now examine some of the methods and technique that have proved successful.

Just as the bank insists that its representatives must be well-groomed and pleasing in appearance, so should the house organ fittingly represent the bank. It should be well printed on good paper; not gaudy or bizarre, of pleasing shape and adequate size, with easy reading, clear type, and pleasing typographical arrangement. Typographical shortcomings can seriously handicap and reduce effectiveness. Give your publication a fair chance to secure a reading. Editorially, it should be written in clear, concise English. Avoid long sentences and unusual words. Stick to short words. Make your sentences direct and grammatical; marshal your thoughts carefully, having one central idea in each paragraph.

Remember that your customer is not a banker. He is glad to be told what his bank account looks like to a banker, to what privileges it entitles him, and what services the bank is ready and anxious to render, gratis or for a fee. He can be impressed favorably by a simple statement of the safeguards your bank provides for his money and valuables. He is glad to know what elements of safety a good investment should possess. Probably he doesn't know much about foreign drafts and how they can be used. Often he'd rather read a simple statement explaining their features than show his ignorance by asking questions.

Remember that everybody is hungry for information. Curiosity is universal. But no one wants information crammed down his throat, so it is best to use an expository style in the house organ. It stimulates interest and satisfies it painlessly. Illustrations are expository. They give a publication more initial interest than one with no illustrative matter. The popular and most-read journals bristle with illustrations, so if you can, always introduce the stimulation, illustration, in such forms as half-tones and graphs.

With the external house organ the editor must do more than satisfy interest he has aroused. He must so deal with his editorial in the exposition of his bank's service as to impel the reader to see himself using the service offered to his advantage and profit.

This leads us to the point of creating desire. Every normal man and woman is endowed with desires. Every progressive business man desires the knowledge and power to increase his productivity and, hence, his income. If his bank points out to him a service which will aid him, he will use it. If it points to a service that will increase his happiness, his comfort, the safety of his property, the proper management of his wealth, and the distribution of it after his death, he will welcome the helpful suggestion, and the many-sided reiteration of the message month after month will break down the barriers of mental opposition. He surely will come to desire the service when once he is persuaded or convinced that he must have that service.

The next and final step is to translate his desire into action. That is the result you are looking for. When, through his emo-



tions, you have persuaded your client, or when through his reasoning power you have convinced him that you have something which will be a real service to him, a service that he must have, don't miss the final objective by failing to explain to him how easily he can obtain it; how economically, how quickly. Extend a cordial invitation to him to write in. Give him a return card with the stamped envelope. Have the booklet ready, and finally your representative to clinch that bond sale, to get that will signed, to rent that safe deposit box, to obtain the initial deposit.

What are the tangible evidences of results of external house organs? Sales of service! You get them, or you don't. Remember that your external house organ is a bridge between the advertisement and the actual business. As it goes to your prospects each month it is one link after another which forms a chain to bind them, with cumulative force, to your bank. The house organ sells behind the line. It finds and prepares the market for the services you offer. It may be a thistle; it can become a fig tree.

#### THE WOMEN'S DEPARTMENT IN BANK ADVERTISING

BY ANNE SEWARD  
*Hamilton National Bank, New York*

VERY much behind the times is the bank that has no women's department, especially if it is in a district where the clients are mostly women.

It has been estimated that over fifty per cent. of the uptown banks' deposits in Manhattan are in women's accounts. One bank estimated the women's deposits as constituting 85 per cent. of the total. Women are being left money through unrestricted wills; they are handling their own estates. Women not only run the household expenses, but many of them conduct large and important businesses. Women of leisure always control valuable philanthropic accounts, and as treasurers of societies have funds for deposit and investment. These women have recently sought the advice of women bankers, and by inviting them to sit on the boards of organizations have found their directing wisdom more available than that of the men bank-

ers whose decisions could be secured only by hasty and frequently interrupted calls at their downtown offices.

Another, and probably the most conspicuous, way in which women in banks make their positions important is in soliciting accounts. It is said that some of the biggest accounts in the Fifth Avenue district have been put on the books by the women officers. As one of the earliest appointed officers of a bank without a segregated women's department said: "We women can get accounts from people to whom men would not have access, and we get our other accounts at much less cost than men would be able to secure them." Another official, when asked her opinion of the permanence of women in banks, replied that if she were to resign they would probably have to replace her with a man at twice the salary and half the productivity. To a great extent, where neighborhood conditions contribute to women's importance in the institution, these facts are indisputable.

In those banks where women's departments have been installed many of the women customers still deal with the men officers, but the presence of a woman manager relieves the men of much unnecessary detail. As the president of an uptown bank put it, "It is a great saving of my time to have a women's department where our women depositors can confide their interest in their acquisition of a new bond, or of Johnny's first tooth, both of which events seem of parallel importance to the fond mother."

Just so long as women retain their feminine attributes, their gloved unaggressiveness, their decent reverence, are they going to make themselves a welcome accession to the business and especially to the banking world. The only reason they have been admitted is because it has been found that they could bring to it something that it did not have before, that they as women could give, such as atmosphere, a bigger clientele, intuition in credit matters, a wise slant in judgment. But let them compete rather than supplement, let them try, by adopting masculine dress, conduct, and even voice, to do the man's work in the man's way, and they will not only fail, but they will destroy the whole purpose of their prerogative. The only way for women to succeed is to play a woman's part, and it is for that that the banks have taken them on.



Fortunate it is that the time is past when banks, like doctors, could not advertise. Now bank advertising has become an art. Every attraction is pictured to the public with finished subtlety. The banks all recognize the appropriateness and the wisdom of putting their best foot foremost and of catering to the needs, the whims perhaps, of their clients. Courtesy and service are everywhere found in the progressive financial institution. Whether or not it is, as Deputy Governor J. Herbert Case declared, that women are needed in banks for their mollifying influence, the fact remains that they are there and, with good behavior, are likely to be retained. Colleges and the American Institute of Banking are offering courses to prepare women as well as men to enter this field, and the career is one that offers keen mental work under pleasant physical conditions with good financial return.

#### ADVERTISING THE BRANCH BANK

BY SAMUEL J. KEATOR

*The Mechanics and Metals National Bank, New York*

DEVELOPMENT of branch banks in large cities is growing increasingly important every year, while the selling service they offer has opened a new field of endeavor in financial advertising.

In a city the size of New York, certain kinds of business center in certain sections. There is, for example, the textile district, the shopping center, the Produce Exchange district, the districts of the wholesale produce dealers, the garment workers, the silk merchants, etc. Branches located in such districts have had to build up a specialized service appealing to the particular business they serve.

The advertiser's problem is therefore simple. It is to appeal to the particular class of business or neighborhood in which the branch is situated. But it is an interesting psychological study to do this correctly, and an intimate knowledge of the districts is necessary.

The value of newspaper advertising and of "institutional" copy is generally acknowledged. By reaching the general public they establish the name of your bank securely. Adver-

tising, however, should not stop there; it should have the support of the direct appeal. The bank which I represent has subscribed to a service which supplies a master list of individuals and business firms in our various districts. This list is kept up to date by daily memoranda which give notice in advance of removals. Form letters are sent calling attention to the convenient location of the branch bank and to the facilities of the various departments. These letters go to those who are moving into that branch's particular district. A statement may be enclosed with it, or a neighborhood map, and as a follow-up a week later we send out a well-designed booklet, this time without a letter. The response to this kind of campaign has been very gratifying.

During the year, two special campaigns for new accounts are worth while. The psychological times in New York for these campaigns seem to be soon after Labor Day, when the city begins to be active again after the dullness of the summer, and again at the beginning of the new year. At this time a letter or an attractive folder of some kind is sent to every name in our branch files.

In conducting these campaigns a thorough knowledge of your districts is valuable. For example, in the fall campaign the activities of one district may begin several weeks later than those of another. If the district is a wealthy or fashionable residential one, the householders will not be returning to the city until late in the fall, with the result that the business of the shops catering to that district will be dull during the early fall, and this dullness will be reflected in the activities of the branch.

In addition to these two major campaigns for new accounts, it has been found advisable to send letters to picked lists of customers and prospects from time to time during the year. These call attention to various special services which the bank has to offer. A special campaign advertising letters of credit and facilities for travelers is opportune in the early spring. This may be timed to reach the first tide of foreign travel which begins early in April, and should be followed up in June to reach the summer tourists.

Form letters are, of course, difficult to camouflage, for the personal touch is hard to attain. Individually written letters



help to give the personal effect, and receive far greater response than multigraphed copies. The additional expense incurred, though considerable, is offset by the greater returns. The personal effect can also be enhanced by using note paper, simply engraved, especially when writing to women, and enclosing an attractive booklet in the letter.

Letters of solicitation should be short, above all, and the more dignified the advertising material the better. So-called snappy and trick advertising is not dignified, and has only a limited appreciation. It is not difficult to insult the intelligence of the prospect you are seeking to make a client, and the average person demands dignity in the communications from his bank. The branch is an integral part of the parent bank, and despite the character of the district in which it is situated, its advertising should maintain the standard of the bank in tone.

#### ADVERTISING THE BANK THROUGH NEWS COLUMNS

BY PAUL YOUNG

*Advertising Manager, Blyth, Witter & Co., Los Angeles*

THERE are in the United States one thousand newspapers having substantial circulation, which would develop financial sections if the financial institutions of their localities would take the time to give the information.

Consider the Financial News Service originated by Blyth, Witter and Company in Los Angeles to supply financial news to newspapers throughout the Southwest, as an example of how one institution is meeting the demand for news in its locality. Started only six months ago, this service to-day is used by the five Los Angeles dailies, and by twenty-four dailies in the larger cities and towns of southern California and Arizona, while inquiries and requests have come from so many weeklies in the territory that about ninety of this class will soon be added to the list.

The mechanical details in supplying this service are not so difficult as one might imagine. The information is collected and sent out by two writers in the employ of the bond house. They send items which have real news value because of their timeliness, local interest, educational value, or unusual features.

The service is sent to the papers purely on the basis that if the items have news value the editor will want to run them for the benefit of his readers. About one third to one half the items contain the name of Blyth, Witter and Company, as an authority for the article, or as a source of the information.

The newspapers with their millions of subscribers are the logical media in which to discuss the financial subjects of daily interest to the moneyed American. The newspapers can give you the speed so necessary to the handling of financial happenings within the proper time. The morning papers now carry syndicate announcements of new issues, and offer stories which come to them at five or six o'clock the previous evening. Bank statements receive wide circulation within a few hours after the finished compilation.

Moreover, what is of greatest importance to-day, the fluctuations of prices on the New York Stock Exchange and on local exchanges throughout the country, are followed by the interested public hourly in the many editions printed by our morning and afternoon papers.

The greatest asset the financial section of any paper can have is the confidence of its readers in the information it offers. Financial stories must be authoritative to carry weight with readers. The paper must build a reputation for printing figures correctly. Predicted changes in the financial world must have a recognized source. Newspapers have found this information more difficult to obtain than any other news printed in the paper. Unquestionably, the responsibility for supplying good financial news rests with the financial institutions.

If we do not supply this demand for financial news, we are not giving the moneyed American the opportunity of learning about safe investments, about the advantages of carrying savings accounts, and generally about the use of a bank to his best advantage.

The newspapers will cooperate because the strongest hold they have on their readers is the money interest. It is a specific interest, and papers to-day recognize that the money interest is uppermost in the minds of their readers. Carry this idea to your own locality and use it. It has wonderful publicity value for the financial institution which you represent.



## THE LOS ANGELES SCHOOL SAVINGS PLAN

BY F. A. STEARNS

*Advertising Manager, Security Trust and Savings Bank, Los Angeles*

UTILIZATION of concerted mass appeal, and the psychology of getting thousands of people to thinking, talking, and doing the same thing at the same time are making a large success of school savings in Los Angeles through the Los Angeles Plan.

The Plan is founded on the following four basic principles: that all banks in the city be permitted to participate; that the teachers and principals should be relieved of all detail work in receiving deposits, keeping records, etc.; that the school children individually should be given entire freedom of action in choosing a bank for depository; that to increase the educational value of the Plan, the actual depositing of money by the children should be carried on directly with the banks in the usual manner, using a regulation passbook instead of by the employment of school savings stamps, cards, and such devices for recording savings.

An initial budget of \$40,000 was appropriated by the Association for the first year. This sum is paid into the association fund as needed, each member bank paying a share based upon the relative amount of its savings deposits as compared to the aggregate savings deposits of all banks in the Association at the time of the last bank call.

The first step in actual operation was to select a competent supervisor to take active charge of the work and perfect a system for putting the plan in operation in the schools.

Elementary Los Angeles schools, 202 of them (Kindergarten to eighth grade), 104,000 pupils and 3,500 teachers and principals are the materials with which the supervisor has to work. As a starter, the Association ordered 20,000 home safes of a special design and 20,000 units of the various printed forms and pieces of literature necessary to inaugurate the Plan.

The actual introduction into the schools is done by the supervisor, who addresses the children and teachers in each school after arrangements have been made for his talk with the superintendent of schools. Our supervisor's talk is good natured and friendly from beginning to end, and his audience of youngsters is kept in good humor but at the same time attentive to what

he has to say about saving their money. He emphasizes the fact that while the little home safe which he shows them is to be loaned by the principal to any one who wants it, it will be given only to those who promise to use it and put into it every penny, nickel, dime, and quarter they have been spending for candy, all-day suckers, pickles, and the like.

Each child is told to take home with him one of the little yellow folders addressed to "Parents," which he is instructed to read, and to have his parents read. Then if he decides that he wants a school safe, he must have his parents sign the application attached to the folder. When he gives this to his teacher, she bestows one of the safes upon him, and also gives him an envelope containing the names and addresses of each member bank in the Association, with any one of which a school savings account may be opened.

But acceptance of the safe and pledging himself to save does not make the child a full-fledged school saver under the Los Angeles Plan. To earn the right to wear the highly prized honor button of the School Savings Association the child must actually save at least a dollar, and deposit it in one of the member banks.

Through the workings of this plan, thrift has become a part of the curriculum in the schools of Los Angeles. It is taught in all the classes. If the children are studying arithmetic, a practical problem in saving and interest is worked out; if it is history, some historical example of thrift is pointed out. In the kindergarten and drawing work of all the grades, thrift posters and designs are made by the pupils. It is no wonder that the average balance on deposit in school savings accounts in Los Angeles has been built up to \$9.50 in less than eight months since the inauguration of the Plan. The nation-wide average for school savings accounts is \$2.61.

Since last October School Savings has been installed in one hundred and sixteen of the city's schools, with a total enrollment of 75,008 pupils. Seventy thousand four hundred school safes have been distributed, evidencing the fact that more than ninety-three per cent. of the children approached have pledged themselves to save. Nearly half of the safes distributed to the children are already accounted for in actual savings accounts opened, and this number is mounting at the rate of three hun-



dred and twenty-five accounts a day. The aggregate school savings deposits in the banks of Los Angeles to date is \$298,000, an average of \$9.51 for each account.

The total cost to the banks for the first year will be \$40,000. Based on the estimate of 50,000 accounts which will be brought in before the next school term, at but little additional expense, the records show that for the first year's operation under the Los Angeles Plan the cost will be less than eighty cents the account, with an average balance of about ten dollars.

To my mind perhaps the greatest benefit to the banks accruing from the Plan is the awakened interest in saving which it is creating among older people. The thrift propaganda is being carried by the children into their homes. All of the literature of the Association is addressed to parents. Distributed by the teachers in the schools and taken home by the children, this literature on saving secures a hundred per cent. distribution without waste and with practically no distribution cost. Each piece of literature bears the official signature of the superintendent of schools and of the School Savings Association, thus commanding greater attention and interest than would pamphlets mailed out by individual banks.

All of the newspaper publicity on the Plan, and hundreds of inches of feature stories have been contributed by the Los Angeles dailies, plays up the educational part of the work. When any one is quoted on the Plan it is usually the superintendent of schools, a principal, or the supervisor of the Association. Naturally, School Savings is looked upon as a civic enterprise, as it should be, and not as something started by the banks for private gain.

So the Los Angeles Plan is making savers not only of the school children but of the grownups as well. All of the banks have noted a marked increase in the demand by adults for the regular home safes used by most savings banks. Even one of our branches recently sent in a request for three hundred extra safes to meet the increased demand. As a result, the banks, through their representatives on the executive committee of the Association, have standardized on a single type of home safe, grouped their orders, and gotten a price of forty-five cents each on lots of 50,000 from a Los Angeles manufacturer. This means to the individual banks a saving of from twenty to sixty-five



Supplies required in the operation of the "Los Angeles Plan" include: 1. ENAMELED STEEL HOME SAFE—equipped with strong lock. Individually numbered. Takes any coin or currency. 2. and 3. FOLDERS which secure coöperation of Parents. 4. HONOR BUTTON—given to pupils who open accounts. 5. LETTER OF CONGRATULATION—sent to pupil opening account. 6. This envelope contains the names and addresses of all member banks and branches. 7. FILE CARD—for bank's records



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cents on each safe over what they had been paying for the various styles of safes used.

This is one example of the benefits that are growing out of the friendly coöperation among the banks which has been fostered by the monthly meetings of their representatives on the executive committee of the School Savings Association. Among the other coöperative efforts now being considered by the Association is an organized campaign for industrial savings which probably will be launched next year and which promises to be of even greater concrete benefit to the banks than the School Savings Plan. Since its organization membership in the Association has increased from eleven parent banks and eighty-two branches to twenty-seven banks and one hundred and twenty branches.

#### FINANCIAL ADVERTISING IN THE DAILY PRESS

BY LOUIS WILEY

*Business Manager, The New York Times, New York*

TO-DAY the best newspapers censor financial advertisings. Before the advertising of an investment house is accepted for publication in the *Times* the personnel of the firm is subjected to a searching investigation, particularly with regard to past performances, and the firm itself is investigated as to the character of securities sold by it to the public and its general financial responsibility.

The newspaper which publishes more financial advertising than any other newspaper in the world rejects hundreds of columns of announcements of a questionable character. It declines every year at least \$200,000 of financial advertising considered unworthy or inadvisable to publish, thereby safeguarding its readers from possible loss through the purchase of unsafe or highly speculative securities.

Many indirect financial advertisements are published in the classified columns of newspapers. Such announcements usually are for salesmen to dispose of securities direct to the public. The *New York Times* requires every one submitting advertisements for security salesmen to fill in a questionnaire, give references, and await investigation.



The advertisements on the financial pages of reputable newspapers now form a directory of important financial institutions, reputable brokers, bond and investment houses and of every large or important offering of securities by corporations, states, counties, towns, and foreign countries. Announcements of new securities, frequently over-subscribed before publicly announced, are inserted in newspapers as a matter of record.

Modern methods, dignified and educational in character, are now employed by financial institutions in announcements through newspapers. Many financial institutions make the publication of a financial statement—a legal requirement as a rule—a means of emphasizing the strength of their institutions and the services offered.

Investment houses generally realize the advantages of interesting descriptions of the industries the securities represent. For example, in selling public utility securities an advertisement describing the activities of a lighting company and the territory served brings more inquiries and sales than purely technical or statistical statements.

Well-displayed newspaper advertisements with pleasing illustrations should be as much a part of a selling campaign of an investment house as of a similar campaign for manufacturers and jobbers in mercantile lines. The daily newspaper has become one of the important links in the distribution of bond and stock issues.

A remarkable element in modern financial advertising is the number and value of new bond offerings. A new method has developed through which capital is provided for industry. Securities are offered directly by the issuing corporation to the public. Notable examples are the recent issues of the New York Telephone Company and the Consolidated Gas Company of New York. This change is welcomed by the bankers for no longer do they bear the whole burden of financing industry.

The new bond offerings represent capital constantly flowing into commerce—as seen particularly in contracts for highways, municipal services, and public improvements generally. New bond advertising, therefore, shows the service the newspaper is rendering the community.

Financial advertisers should keep in mind the small investors. Fifty per cent. of the incomes of the nation are received by men

and women who earn \$2,000 a year and under, and 52 per cent. of the national income is paid to wage earners. How many of these know what is a bond, a coupon, or the difference between investment and speculation?

Small earners respond to proper and continuous advertising. This was clearly shown during the war, when the large amount of government financing and the educational literature and advertising used to promote the desire to own government bonds created, practically overnight, thousands of new investors. A short time ago news and advertising columns of newspapers were filled with injunctions to "save, save, save." The result was shown in vast numbers of savings accounts. It is to the advantage of these good citizens—every thrifty person is a good citizen—to secure as large a return on their savings as is consistent with safety of principal. Here is a field for advertising of an educational character.

The small depositor looks upon a bank only as a depository of savings or checking accounts—a safe place to leave money until it is needed. Of the larger and more important functions of the bank the people in general have little knowledge. Many do not realize that the banks keep the wheels of trade and commerce turning, nor do they appreciate that their bankers are the logical men to advise them about investments. Many banks are now using the advertising columns of newspapers to explain the policy, the basis, and the method of making loans.

I need not recite here the almost innumerable instances where banks have doubled, trebled, quadrupled their deposits by judicious advertising.

So far as most newspapers are concerned, the relations with financial advertisers are the same as those between the newspapers and other advertisers—fairness in the news columns, justice in the advertising columns, efforts to keep them in good company, and willingness to promote every movement or industry or effort that will benefit the public.

The New York Stock Exchange has lately been subjected to much criticism. A bill to make the institution responsible to the State was considered in the New York Legislature but failed to become a law. Much of the credit for opposition to questionable dealings on the New York Stock Exchange is due to the efforts of President Seymour Cromwell. He has set his



face against any effort to develop security dealings not based upon the highest business ethics.

The Stock Exchange could do away with a great deal of doubt and mistrust by a campaign of education through the advertising columns of the newspapers.

Many bucket shops are in operation in the Wall Street district. The district attorney is now endeavoring to bring to justice members of a bankrupt firm which failed for several million dollars. Mr. Banton has declared war against the bucket shops and his efforts to drive them out of New York should be commended and supported.

The Better Business Bureau and the Vigilance Committee connected with the Associated Advertising Clubs are coöperating in the effort to rid New York City and other financial centers of the fraternity of dishonest men who operate bucket shops.

It is not enough to keep out of a newspaper's advertising columns financial or other advertising that is palpably wrong. We must go a step further and exclude that which is doubtful.

#### FINANCIAL EDUCATION THROUGH BANK ADVERTISING

BY KEITH F. WARREN

*Editor, The Bankers' Magazine, New York City*

BANKS are in a position to render public service by using some of their advertising space to explain the things that they cannot do, as well as to tell the things they can do. Why should it not be worth while for banks to explain in a clear, comprehensible way why it is not profitable to handle accounts with small balances? There are still many men and women who do not understand why a bank should not accept a small checking account, or why, when they do accept it, they should make a service charge. Why not explain in an impersonal way the advantages both to the bank and to the depositor of maintaining a satisfactory balance?

Likewise, why should not banks explain to the public why they may not make certain kinds of loans? The depositor who is refused a loan always carries away with him a feeling of resentment toward his bank. Will not his attitude be more reasonable if he is informed in advance as to what to expect,

and educated to an understanding of the bank's point of view as to what is and what is not a proper credit risk?

The banker is in the unenviable position of one who too frequently has to say "no." Furthermore, he must often discriminate, and grant to one man accommodations that he must refuse another. This tends to give him the reputation of being hard, cold, and unsympathetic, a reputation reflected in literature, on the stage, and even in the movies, where the banker is depicted in anything but favorable light. To counteract this reputation there is need for him to defend himself and to explain his position.

This can be accomplished better, perhaps, through coöperative advertising than through the efforts of any one bank. Coöperative advertising makes the message more impersonal and effective. The purpose of all bank advertising must necessarily be to stimulate the business of banks, either directly or indirectly; directly by actually bringing the new customer into the bank, or indirectly through creating good-will on the part of the public toward the bank as an institution.

Does bank advertising as it is to-day accomplish one or both of these objects? First, let us examine the historical advertisement which is so much in vogue at present. The method employed in most of these advertisements is to cite some historical incident, illustrate it with a drawing of some kind, and, having gained the reader's attention through the historical interest of the text, to tie this up with the bank in the closing paragraph. These advertisements do attract the reader's attention; even rouse his enthusiasm, but often a few days later he has remembered the history but has forgotten the bank.

An example from another field of advertising comes to mind. Most of you are familiar with the poster advertisements conspicuous along the highways of every countryside. These are labelled "The History of the United States," and each one recounts an historical fact about the community which the motorist is approaching. Probably most of you can recall these signs, but how many of you recall the name of the advertiser? Unless I am mistaken, this is another case in which the interest of the text distracts from the tie-up of the advertisement.

In my opinion, the objections that I have mentioned to historical advertising do not apply when the history is that of the bank itself. A bank can very appropriately play up incidents



of its own history and, of course, in this case, the tie-up with the bank is complete. You can't very well remember one without the other. If, on the other hand, the bank is founded in 1840, and the advertisement features a significant historical event that happened in that same year, then the only possible tie-up is the similarity of dates. The same advertisement might be used by a department store or hotel, that was founded in the same year, with equal propriety.

We have heard a great deal of criticism directed against bank advertisers for their excessive dignity and somewhat frigid conservatism. In their desire to avoid this cause for reproach it seems to me that some of our banks have gone too far in the other extreme. I think that in some cases the over-enthusiastic advertising writer, in his eagerness to move the public's interest, makes promises which the bank, for perfectly legitimate reasons, is unable to fulfill. For example, there are many banks which, quite properly, do not find it profitable to accept small accounts, nor to handle trust business involving small estates. In other words, they are not seeking the business of the public at large, but only that of a small section of the public. If this is the case, they should direct their appeal only to that section of the public with whom they wish to do business.

Another matter worth comment, perhaps, is a tendency in modern bank advertising to the general and abstract rather than the concrete in copy writing. For instance, here is an example of an abstract advertisement: "The facilities of our foreign department are at your service in helping you to transact your international business." By way of contrast, here is an actual advertisement which illustrates what I mean by the concrete method:

"We must have fifty thousand pounds in London before the market closes or suffer a loss," a commercial depositor telephoned us.

It was then 9:30 A.M. in New York; 2:30 by "Big Ben" in London—and at 3 o'clock the London market would close.

By 9:39 the customer's instructions had been written; the exchange figured; and a statement prepared. By 9:42 the order had been reduced from thirty-two words to a few code words.

By 9:50—just twenty minutes after the telephone call—money was on deposit in our London bank.

To our customer the time saved in completing this transaction meant a great deal; to our Cable Department it was but part of the day's work.

Can there be any doubt as to which of these two advertisements is the most effective? Concrete advertising is not only more forceful and appealing, but it has also a useful educational value. By giving specific examples of services performed by it, the bank informs the reader of what the bank can do for him, things that may never have occurred to him before. You may tell your reader that you render a safe-keeping service, a statement that may mean exactly nothing to him. But if you tell him how John Jones who went to Europe last year was relieved of all worry while away because your bank kept his securities for him, clipped his coupons, collected his dividends, and credited the proceeds to his account, all for a moderate cost, you have aroused your reader's interest, and if he ever has occasion to require such a service he will remember that you can give it.

For years the general advertiser has been making effective use of distinctive trademarks to stamp the name of his product on the public's consciousness. Some banks have been equally successful, at least in their own communities. The Massachusetts public instinctively associates the name "Shawmut" with the very striking Indian head which that bank uses in all of its advertising. In New York the picture of a towering skyscraper spells Bankers' Trust Company, and in Philadelphia an ear of corn connotes the Corn Exchange National Bank.

#### HUMANIZING BANK ADVERTISING

BY C. H. HANDERSON

*Publicity Manager, Union Trust Company, Cleveland*

IN ADVERTISING banks as in advertising anything, the thing to do is pick a point, and pound it in. Select an expression summarizing your virtues, and pound that expression into the public consciousness.

This summary of virtues or sales points which you select may be expressed by layout, style of treatment, or copy; a series of pictures, a slogan, a trademark or what not, but I believe that if you will analyze the majority of successful advertising campaigns, you will find woven through them an inextricable something, which, after merciless repetition, is imprinted upon your mind, a conscious or subconscious impression. Why is all this



repetition necessary? Because advertising is read by tired people. They consciously see only that which interests them, and it is true, unfortunately, that our average advertisement actually interests only a limited number of the persons before whose eyes it flashes. The remainder of our advertising is only a billboard which flashes past their eyes, leaving as it passes a conscious or subconscious impression.

We have little if any chance of creating a definite impression unless we remember that back of all general advertising of our varied services we must emphasize first, last, and all the time, our bank, as contrasted with every other bank; otherwise it becomes in the public mind merely bank advertising, no definite impression like "A Skin You Love to Touch" or "99 $\frac{44}{100}$  per cent. Pure" which means not just soap, but Woodbury's and Ivory.

In every bank there is an atmosphere, a something which is different from all other banks. Our job, as I see it, is to discover this something, isolate it, and express and repeat it in a thousand different ways, and ten thousand times. Let me tell you a story to illustrate my point.

A little more than two years ago there was a bank merger in Cleveland. To men in the financial world this was an immense proposition. For a period of weeks bankers and business men talked of little else. Then for one whole year this merged and enlarged bank advertised itself as "The Largest Bank in the Community." Regardless of the merit of this advertisement, it had at least the force of one thought constantly pounded in and played up. After one year of this intensive advertising in every available medium we checked up through paid investigators who asked thousands of people to name the largest bank in Cleveland.

We discovered that 83 per cent. of the downtown executives, 80 per cent. of the factory executives, 45 per cent. of the small outlying retailers, 43 per cent. of the wealthy women in our hill section, 40 per cent. of downtown employees, 35 per cent. of the factory employees, 15 per cent. of the laboring element, and 16 per cent. of a suburb's middle class, an average of less than 40 per cent. of Cleveland's population knew which bank was the largest. Less than 40 per cent. of the population had gotten a very simple message after one year's hard plugging at them on billboards, in newspapers, on car-cards, and elsewhere. Dis-

couraging? No. We were rather proud to have sold so large a percentage of the population one idea in a year.

The same investigation brought out distinctly the fact that no bank in the city had registered a definite picture of itself on the public retina, as a bank of distinct character or personality. After their years and years of advertising, not one of the various banks in the city had yet marked itself distinctly so as to stand out from the others. Every bank was merely "among those present."

How can we escape from this common level of neutrality? By sitting down and studying our banks as institutions, as complete bodies. We have too long been advertising only the arms and legs. What we must bring to light now, it seems to me, is the torso, the trunk, the fundamental features, not the flippers. I do not mean "institutional advertising"; I mean that we should do for our banks what Wanamaker has done for his store, what Woodbury has done for his soap, and Jordan for his car; what Campbell has done for his soups. Let us, with all the skill and tools at our command, give our bank a character that will make it a particularly desirable *breed* of bank, not just a bank.

This, some may say, is a direct slap at educational advertising. No, it is not. But it is a question with me whether we have not been over-zealous in educating the public, and under-zealous in selling them our bank. If ten thousand men and women started marching down your main street to-morrow morning each with five dollars and the intention of opening a bank account, is there any definite reason you have ever impressed upon them which will make them pass ten other banks to reach yours? We have ceased to a degree to advertise ourselves. Only the signature differentiates our ad from our competitor's; with the result that by throwing the public off the scent we have vitiated much of the value of our advertising. In other words, we have actually accomplished competition for ourselves.

We can make our advertising distinctive by unique layout, long continued. Layout will leave behind it an aroma like a cigarette or a bit of Japanese incense. A slogan sometimes helps. A trademark helps. But all of these singly, with all the other tricks of the trade, are only links in a long chain of desired reactions and impressions that reach to . . . where? We



must decide where our banks are going, and then make each one of these mediums, each of these gestures, a conscious link in the chain to the desired end. What is the fundamental human desire which banks help to fulfill? There is no fundamental human desire, probably, so universal as the desire for happiness. Yet, if much of the bank advertising may be taken as a true reflection of the banks, one would think they sold caskets, shrouds, or mourning costumes.

True, the atmosphere of our banks is changing, yet on the whole, how much reflection of the sunlight of banking does our advertising hold to-day? Has it any buoyancy and lilt? Does it reflect the fact that we bring comfort to widows and happiness to orphans? Does it reflect the fact that we bring Christmas cheer and presents for the children? Does it reflect the fact that we save fathers years of anguish, and wayward sons from lives of dissipation? Does our advertising suggest one small percentage of the great gift of happiness which is the final crystallization of every banking service? It does not. We have been too engrossed with the technique of our services and the difficulties of our problems to consider our ultimate service, happiness to the buyer.

Suppose we took just that one thought, happiness, and measured each advertisement we ran, as to layout, textual matter, headline, and illustration, by the standard, *does it reflect any happiness?* This thought carried out skilfully over a period of years would gradually and unconsciously engrave a certain buoyant picture of our bank upon the public mind. It would take some of the superfluous starch out of our shirt bosoms, and give us humanness without loss of dignity. It would play the "lost chord" which every human being is seeking: happiness!

#### ADVERTISING THE BANK ON BILLBOARDS

BY R. E. HOTZE

*Planters' National Bank, Richmond, Va.*

SOME time ago, when I assumed charge of the advertising department of a large national bank down South, I checked up on the posters to find out how they were being received. In

the majority of cases locations were excellent, and the probability was that the posters were receiving attention, yet there was something about them that repelled. After mulling over the situation for a while, I decided to do a little "Sherlocking" to find out what was lacking, or rather what was detracting.

Accordingly one morning I stood at the entrance of a large cigar factory, across the street from which was a large poster advertising our bank. The posters were good, had been in that location for some time, and had had their copy changed every month to present some new thought on thrift. As I stopped the workers coming in they were facing the factory and the poster was behind them so they could not see it while I talked with them. "Good morning," I would say, "I want to ask you something. Right across the street behind you is a poster board advertising something. What is it advertising?" The answer would come back quickly, "It's advertising a bank." Whereupon I would reply "That's fine! What bank is it advertising, please?" With a slight trace of hesitation would come the reply, "The Merchants' Bank," or "The American Bank" or "The Citizens' Bank." This was almost the general response, because although one person out of every twenty-five or thirty interrogated said that it was the "People's National," our bank's sign, the fact was patent that the board was seen and read, but the name was not going over.

After that investigation I eliminated everything in the sign's heading except the word "People's," which was put in large type on a separate line extending across the entire board. Underneath, extending the same distance, but in letters only half as large, were placed the less distinctive words of our name, "National Bank." Our location was given directly underneath. That's all there was to it; as they say in Childs' beaneries, "there wasn't any more."

I am rather partial to pictures for sign-board advertising because they tell so much at a glance. I believe it is Arthur Brisbane who remarked that "a picture is a million words" or something to that effect. And it's true. You don't have to tell your story in a lengthy advertisement if you can do it with a picture. In Richmond, where I am serving the Planters' National Bank, there are eight or nine banks using outdoor publicity, but because we are inclined to concentrate on pictures



we are nearly always mentioned as the bank that is advertising outdoors.

Our effective colors are also partly responsible for this. It is essential, in poster advertising, to get your color scheme right. Don't let some painter who should be designing crepe-de-chine shirt waist colors in a Parisian store do your work. I have in mind a certain bank that is using in its posters delicate shades of baby blue, lavender, light orange, and pastel shades of all kinds. If you could ever dissociate the advertisements from the idea of talcum powder or perfume, and think of it as a real bank's advertising, even then you would unconsciously get the idea that if you were to pay that bank a visit you would be greeted by one of those sweet young men with a little moustache and a lisp, and that all around you the tellers would be powdering their noses or applying lip sticks. Our bulletins are in the main solid primary colors, such as a combination of royal blue background with white letters, or a red background with white letters.

This is the sort of thing they do for us: at the Union Station in Richmond we put up recently an illuminated bulletin board. The other day a man, a stranger to the city, came down to our bank. He had to pass fourteen banks to get to ours. Our building does not stand out or dominate in any way, neither are we the biggest bank in the city, yet the man came all the way down to deposit five hundred dollars with us. Upon checking up, I found that he had arrived in Richmond about eleven o'clock at night. He crossed the street to the car line, and while waiting a few minutes for a car noted our brilliantly lighted board as it stood out from the dark street and buildings around him. When deciding upon a bank the next morning, for he had come to live in Richmond, he recalled the name he had seen on our board, and the result was another new account.

Another customer, a member of the so-called élite, furnishes an example of the fact that the Country Club type is as susceptible to outdoor publicity as are the "Sweeneys." This gentleman, who deposited quite a substantial sum in our savings department, had been attracted by one of our advertisements posted along the road to the Country Club of Virginia. He passed several community banks, and some central banks closer than

ours, on his way to open an account with us, and stated frankly that it was the poster which brought him to us.

Run over in your mind the names of the biggest advertisers you know. You will instantly, I am sure, think of Palmolive Soap, Camel Cigarettes, Coca Cola, Wrigley's, Chesterfield Cigarettes, and Dodge Brothers. Every one of these manufacturers use the magazines and newspapers for advertising, but they also use outdoor space. Other advertisers who probably spend as much do not come into our mind, because their money is spent in media other than outdoor. Outdoor advertised products are dominant in your minds and in the minds of millions, and control the buying action of these people.

The same thing applies to bank advertising. If you are really dominating in your community with posters and paint, it won't be much of a task to demonstrate to your own satisfaction that the masses get your message and react favorably.

#### COÖPERATIVE BANK ADVERTISING IN NEW ORLEANS

BY FRED W. ELLSWORTH

*Vice-President, Hibernia Bank and Trust Company, New Orleans*

IF BANKS are to serve the people competently and comprehensively, they must make up their minds to do some school teaching, and to begin it now. With this idea before them, the banks of New Orleans some four years ago devised the plan of establishing and maintaining a continuous joint program of informative advertising.

To put this purpose into practical operation a committee known as the "Associated Banks' Advertising Committee" was organized. This body is made up of one official from each of the participating banks, and has the task of preparing and publishing a continuous campaign of educational advertising.

This Committee meets every Tuesday for lunch, at which time are discussed the questions of advertising copy, general policy, periodicals of questionable merit that have solicited advertising, requests for advertising from all conceivable kinds of organizations, and also peremptory demands for support from societies claiming their right to support because their treasurer does business with one of the banks!



Complete records of each of these meetings are filed in the advertising departments of the banks, so that their advertising managers will be familiar with the policies and activities of the committee.

The committee's schedule of advertising provides for advertisements in the New Orleans dailies every business day in the year, and this has been going on now for exactly forty-eight months. Two subjects predominate in the advertising: trust service and thrift. Occasionally, when the fake investment coyotes become active, the copy carries warnings against their get-rich-quick bonds and stocks, and during the months of December and January the advertisements emphasize almost exclusively the subject of Christmas savings clubs. Just now the advertising consists of that excellent series of educational talks on banking and elementary economics prepared by the Committee on Public Education of the American Bankers' Association.

A very thorough investigation has been made by the local committee of the circulation, prestige, and other qualifications of the various trade, fraternal, religious, and other periodicals published in the New Orleans territory. As a result it has been able to select the best as advertising mediums, in which to run joint advertising following the same general plan as that employed with the daily press. Incidentally, one of the functions of the New Orleans Associated Banks' Advertising Committee has been that of suppressing many of the worthless publications.

The actual cost of the constructive advertising published by the Advertising Committee amounts to about \$15,000 a year. Each bank pays its share of this cost based on the proportion of its deposits to the total deposits of all of the banks. Bills are submitted to the bank handling the advertising for the current period, and this bank acts as a clearing house, makes the necessary adjustments, and submits the individual bills to the various banks.

But this campaign incurs for the New Orleans banks no additional advertising expense, for the cooperative efforts, by eliminating all questionable advertising, enable the banks to save annually much more than the cost of the joint advertising. Under the cooperative plan the banks are actually able to do

more advertising at less expense. In his report for 1921, for example, the secretary of the committee exhibited a saving of \$42,460, covering so-called advertising that was declined during the year, and practically all of which would have been accepted under the old individual advertising plan.

As to results, managers of our various trust departments report that business is daily coming to them from "off the street," and the only reason they can give for it is the advertising which has been running continuously in the daily press. The savings departments of the banks also report the largest totals they have ever enjoyed.

#### SELLING SECURITIES THROUGH EDUCATION

BY SAMUEL O. RICE

*Educational Director, Investment Bankers' Association, Chicago*

GREAT opportunity awaits the advertising man who can devise means of advertising securities so as to lessen sales costs; means that are lasting and acceptable to decent business.

I have talked to many members of the organization that employs me on this subject of advertising. I cannot recall one who has not said in effect: "I shall welcome with open arms any advertising plan that will enable me to sell bonds at less expense and that will at the same time measure up to the ethical standards of reputable bond business." Competition in the bond business is growing increasingly keener. Sales costs are heavy.

Many capable heads are working on this problem. Some are making progress. Possibly it is basically a problem of joint education between the bond man and the advertising expert. But I have been inclined to take issue with my agency friends who have complained against well-known restrictions in financial advertising. They talk of "humanizing" copy, and of putting "pull" into it. They aver that, since they are recognized as responsible advertising specialists, the financial advertiser should leave his problem to the advertising specialist. I am afraid that this contention is not tenable. Advertising of securities must uphold at all costs and at every point the integrity of the "commodity," and of the house advertising it. Experienced bond men know too well how easy it is for this



integrity to be overshadowed by well-intentioned advertising copy that has had the so-called treatment of humanizing.

The last ten years have seen great changes in the methods of selling bonds and in the development of advertising in the sale of sound securities. There will be, doubtless, and there should be, further development in adapting legitimate advertising to the greater use of the bond business. But it will not be hastened by arguing against the standards which reputable men have set up for the purpose of maintaining their business on a high ethical plane.

There is one effective way in which you men who are primarily interested in financial advertising can make it more useful to the advertiser and to the public. That is by helping in the educational effort of the Investment Bankers' Association of America to give the public constructive information instead of the negative information that is usually printed. Legitimate, ethical financial advertising is handicapped, and its growth is being stopped right now by three things: the questionable so-called financial advertising accepted by some papers, the continuous newspaper use of exposé stories, and the absence of adequate financial news and editorials in many papers. The objectionable advertising is gradually being eradicated, but too many publications have not yet awakened to the value of financial news, especially in investment securities.

Our educational program is not a one-sided, narrow-minded plan. We are advocating more savings accounts, more life insurance policies, more home owning, even before trying to interest the public in the advantages of buying sound investment securities. We realize that every time we can induce a man, woman, or child to have a higher appreciation of a savings account we are accomplishing our purpose, even if a large majority of such accounts can never find their way into worthwhile investment securities. We realize that for the vast majority of people life insurance and home ownership have a priority far before that of investment securities, if the best, most wholesome, most constructive, and most productive economic plan of the individual is to be fostered. Emphatically, we are not trying to cut in, or to usurp, the place of any of these, or of any other function or legitimate enterprise that has a prior lien on the economic need of any individual. To try to

induce a hothouse growth of public interest in sound investment securities would be foolish, unbusinesslike, and the last thing to be desired.

Many advertising men come to us with tentative campaigns practically all of which consist of clever layouts that would seek to prevent the buying of worthless securities by warning the public in novel and striking ways against fraud. Everyone realizes the hugeness of the loss in worthless securities and its untoward reaction on every wholesome enterprise in the country, but very few realize that the evil can be cured only by positive, constructive education. Nearly everyone has the delusion that if you continue to bedevil the public mind by scaring it you will in time frighten it into common sense as to sound securities. You might as well try to teach a man to swim by telling him drowning stories.

Warnings against worthless securities and exposés of fraud should continue, but vastly more important it is that the public receive the other side of the story, the constructive side. We are preaching simply the doctrine of what to buy, where to buy, and why to buy it. This is not an advertising campaign. It is purely an educational effort that will benefit every wholesome enterprise in the land; one in which every banker and legitimate business representative can coöperate to the advantage of all.

#### PUBLIC EDUCATION AND THE AMERICAN BANKERS' ASSOCIATION

BY F. N. SHEPHERD

*Executive Manager, The American Bankers' Association, New York*

BY REASON of the pivotal position which the banker occupies in his community, the American Bankers' Association believes that the responsibility of the banker is twofold: first, to create a sound and intelligent opinion on banking and allied economic subjects among his own people; and second, to develop, so far as he is able, the same thing in the minds of the general public.

There are but two ways of controlling people, one is by coercion and the other through education. One implies the application of external force, and the other the application of ideas. One means a club applied to the outside of the head,



and the other the instilling of facts on the inside. The former has been the chief method pursued during the greater part of human history, but it is not the most efficacious.

Although the need for education is apparent, yet until recently little effort has been made to teach economics, and that only in the colleges and universities. That this training reached but few of those granted the right of public expression and voting is revealed in the Biennial Survey of Education (1916-18), which shows that of one thousand pupils entering the first grade in public and private schools only three hundred and forty-two are graduated from the high schools, and of this number but seventy-two enter colleges and only twenty-three are graduated. Little wonder that in times of business distress many of those who suffer keenly give ear to economic quacks.

The American Institute of Banking is an organization that was designed to lighten this condition of ignorance by educating bank clerks and junior officers who have not had opportunity to learn the fundamentals of their business. Twenty-three years ago a few men decided to bring together in their respective banks those individuals largely pocketed in cages or departments where opportunity for general knowledge was limited, and help them to secure an understanding of the entire institution, as well as to acquire a scientific background for their business. They organized classes, therefore, using such texts as were available. The idea spread among bank men in other cities, and after three years the first national meeting of this body was held in Cleveland. Since then there have been twenty of these annual meetings.

At the first convention there were three hundred delegates, and the institute at that time had six thousand students. Today the American Institute of Banking numbers about fifty-four thousand bank clerks and officers, embracing one hundred and forty chapters in as many cities throughout the United States. Six thousand students are now taking correspondence courses. The curricula have long been established, with elementary and standard courses leading to certificates upon the completion of the standard texts and examination requirements. Thousands of these students have been graduated from the Institute and to-day hold official positions and other places of responsibility in the leading banks of the United States. The

American Bankers' Association has fathered and supported the Institute almost since its inception.

The American Bankers' Association has undertaken also the matter of public education in financial matters. I refer to its effort to create an intelligent public opinion through lectures on banking and elementary economics in the schools.

There have been prepared on the various phases of banking nine lectures—one for each month in the school year. These lectures are couched in simple terms which pupils in the grades and high schools can easily understand. Virtually 100,000 of these lectures have been delivered "by the banker nearest the school" during the current school year.

I asked one of the men who had experience delivering these lectures before pupils in the grades how he was able to present his subject in terms simple enough for children to understand. He replied, "I use the Socratic method and ask as many questions as I can in terms of their own knowledge. Let us take the idea of a bank. I ask the children how many of them know what a bench is. Of course, they all do and many of them want to tell you. I then tell them that in ancient Rome the man who changed the money for the people who came in from the provinces often occupied a bench against the wall on one of the main streets. Upon this bench he changed the money. The Latin word for bench is *bancus*, Italian *banco*. Gradually the idea of banker was developed about the money changer who sat on the bench. The word *bancus* became the German word *bank* and the English word *bank*, and the present bank in the United States had its beginning with a money changer in Rome.

One lecture is on the subject of Foreign Trade, but the student is not frightened with that caption which to him often implies something of a complicated nature too difficult for him to understand. It is therefore discussed under the caption, "Our Relations with the Bank and the Bank's Relation with the Rest of the World." In the simplest and most understandable terms it is shown that foreign trade is largely a matter of barter.

Another interesting thing is pointed out by simple illustration in this lecture. The pupils are asked if they know that Eskimo Pie has had a definite influence upon the sale of player pianos. It is then explained that the country which produces most of the cocoa which forms the covering of Eskimo Pie is Ecuador.



Now Ecuador was in the dumps commercially because it had an over-production of cocoa, when an ingenious man from Iowa conceived the idea of coating with chocolate or cocoa a small slab of ice cream. This delicacy became a favorite with children in America. They demanded it to such great extent that the importation of cocoa from Ecuador was so stimulated and the cocoa producers became so prosperous that Ecuador sent in to us large orders for player pianos. Then there is another lecture on "A Simple Bank Statement," and another on that much-misunderstood and invaluable institution, the Federal Reserve System.

One other phase of this work of public education deserves mention. Although the material that goes out from banks and bankers is given excellent reception and publicity by the financial magazines, it has heretofore, by reason of its nature, reached a restricted audience. It is the people as a whole who do not understand, and in times of stress or depression become most susceptible to the short cuts and panaceas offered by economic quacks. That is the reason that, after being tested carefully to see if it would be acceptable, there are being sent out now, once a month, sound statements on banking and allied subjects to three thousand papers having a combined circulation of from sixteen to eighteen millions.

Through the mat and plate service to these papers we undertake to teach banking and economics; to explain that with all its faults, the so-called capitalistic system is the best method yet devised for carrying on the business of the world. The reception accorded this material by the editors is most gratifying.

#### FINANCIAL ADVERTISING IN ENGLAND

BY ERIC FIELD

*Director of Ericood's International Advertising Agency, London*

LET us divide financial advertising in England into two divisions: the advertising of banks and such advertising as concerns the issues of stock. British banks have been advertised for more than a hundred years. We have one agency there that was established in 1801. This agency has several financial institutions on its books that have been clients ever since that

time, and I do not think that in any of their essentials they have yet changed the copy. Most of our famous British banks change their copy just about as often. In fact, there is only one bank in England whose copy seems to an outsider to show any glimmerings of modern salesmanship. That is the Guarantee Trust Company of New York.

Our banks are different in many ways from yours. They do not seem to help individual traders half as much as yours, but perhaps they help industry as a whole all the more. They certainly have clever business men at their heads. They borrow our money at one and a half per cent. and lend it back to us at four and a half per cent., and when they do lend it the security they like best of all is about one hundred and twenty per cent. in solid gold. It is their ability that made London the financial center of the world. It is their ability and foresight that made British credit what it was and is to-day and which is bringing British credit back to par with the only other country that really matters in this world.

All the many little banks they once had are now merged into five great corporations, and branch managers have very little power. One result of this has been that the personal security of a man's character and ability cannot play the part that it once did in the granting or refusing of a loan.

Now each of these five great banks spends probably about \$100,000 each year in advertising. A third of this will be spent in two days on the publication of the chairman's speech at their general meeting. These speeches are wonderfully skilful dissertations on international economics, and though they are very interesting to listen to they haven't much bearing on the bank itself. The remainder of the money is spent on advertisements of three or four inches, double column, in a large list of papers containing the name of the bank, its nominal and subscribed capital, its assets, deposits, and possibly some tremendously striking phrase such as "Foreign Exchange Transacted."

However, bank advertising is slowly improving. One of our big banks that had been laboring under the handy little title of "London County Westminster and Parrs," changed its name the beginning of this year to "The Westminster Bank," and actually went so far as to advertise this fact in quite a worthy manner, and I do not think I am divulging a confidence when I



state that one of our great banks is now considering an advertising campaign on really modern lines.

We now come to the question of issues of stock of all kinds, and the first thing you must understand is that our public is an old investing public. Here, I believe, the masses of people have acquired the investing habit only since the days of your war issue. In our country they represent the third and fourth generation of investors in what we call joint-stock companies. This fact means that some of our methods are not as hopelessly inefficient as you might think them. The next point is that we have practically no "blue sky" stock advertising in the public press, and very little indeed by direct mail. Of course plenty of investors make a regular habit of losing money. I think I may claim the honor of being one of them, but that is not due to fraudulent promotion. When an issue is to be made in our country it is the universal practice to prepare and distribute what we term a prospectus. This is a large and unwieldy sheet containing all sorts of information about the company, the agreements that have been made by it within a certain time, the amount being paid for underwriting, and the profits, if any, which the directors are getting out of the promotion. All this is given in language which is quite unintelligible to the ordinary investor. Now usually this prospectus is the only advertising of the issue that is done. It is distributed by mail by the brokers of the issue to their customers and to lists of likely investors. The bank will take a large number of copies and put them on the counter at each branch.

In addition to this, anything from \$25,000 to \$150,000 will be spent in advertising in the public press, and this advertising consists purely of the insertion of this same prospectus whole or in abridged form. Incidentally, the rates that the newspapers charge for this type of advertising are usually at least double the rate charged for ordinary trade advertisements. Now the amazing thing about this advertising is the fact that in nearly every case where the issue is a good and sound one, the public will subscribe the money if conditions are at all favorable. Sometimes when the issue is a particularly good one a preliminary announcement will be made a day or two in advance by the insertion of displayed advertisements describing the impending issue. Usually these occupy a quarter double column, and when

at all elaborate, they frequently arouse suspicion of the investment rather than create interest and desire.

Perhaps the most striking thing about our financial advertising traditions is that members of any recognized stock exchange are definitely forbidden to advertise, whether in the press or by direct mail, though they may send circulars to their own clients. Consequently when you see a financial advertisement over the heading of someone posing as a broker, you know that he is not a member of any recognized exchange, and accordingly keep your eyes skinned.



# V

## ADVERTISING AS AN ARM OF INDUSTRY

*Large possibilities for advertising in developing proper ratio between manufacturing and distributing costs—Marketing technical products through non-technical mediums—How one manufacturer budgeted the advertising appropriation to include a variety of products—Importance of sound analysis before applying advertising to the industrial problem*

### THE ECONOMICS OF INDUSTRIAL ADVERTISING

BY JESSE H. NEAL

*Secretary Treasurer, Associated Advertising Clubs of the World; Executive Secretary, Associated Business Papers, New York*

WHILE advertising is not an exact science like mathematics because it has to deal with the variable factors of human impulse and emotion, the day of clairvoyance and the lucky hunch has passed forever from the ken of men engaged in industrial advertising. We recognize now the need for a knowledge of fundamental laws, for a sound basis of classified experience, for market analysis and research, and for the trained and expert judgment that enables us to make intelligent decisions.

The entire advertising structure may be represented by an inverted triangle, with the manufacturer and wholesaler near the point at the bottom and converging to the point itself, which, of course, represents the consumer.

Practically all current literature and books on advertising have been written about and around these transactions. Scarcely, if ever, has any one gone back of these factors, and never until it was presented in a piece of our printed matter have I seen all the limbs placed on the genealogical tree. Take a cotton handkerchief as an example: consider the sales and manufacturing processes which lie back of the sale which the

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retailer made to me. To make the retail store there had to be building materials and interior equipment of all kinds, and of course this applies also to the jobber. The manufacturer has to buy raw materials, machinery, office supplies, power, motor trucks, fuel, elevators; perhaps he has a plant hospital and a restaurant.

Then we get back to the textile mill which wove the fabric. It had to buy the raw cotton, buildings, an immense amount of machinery and factory equipment, and all the other innumerable appurtenances of such a plant. Going back a step further we come to the ginning mill requiring more machinery, more power, and more equipment. From the ginning mill to the cotton grower who buys buildings, fences, agricultural machinery, fertilizer, insecticides, live stock, vehicles, tractors, trucks, and so on. We haven't mentioned the railroad at all, which is involved in each one of these steps, and you all know the material and equipment it takes to run a railroad.

Now get this: each one of the producers mentioned as a direct ancestor of the handkerchief is the point of a similar pyramid of antecedent sales. So back of this movement down at the lower point, from manufacturer to jobber to retailer to consumer there are perhaps a hundred or more movements from industry to industry. The sales and advertising costs of the finished article are therefore compounded of the aggregate costs of all of these movements of goods from industry to industry. The whole is equal to the sum of its parts.

Even with this rough demonstration, does not industrial advertising begin to loom rather large as a tremendously important factor in the distributive process? I begin to see it overshadowing in a few years these two or three final sales at the lower point of the triangle about which we have talked and heard so much. Do you not see that there are 50 to 100 chances for the application of advertising as a lubricant and a stimulant all through industry to every one opportunity down here at this lower point? This is why I confidently assert that the largest opportunity for advertising and advertising men in years to come will be found in what you call industrial advertising. Its importance cannot be over-estimated.

Production has thrown down the gauntlet to distribution. Hon. Sydney Anderson, who made that wonderful survey of



distribution costs, states that but ten to seventeen cents of the consumer's dollar, on a rough average, represents the cost of manufacture, and he is quite certain that the cost of production and manufacture together is less than the total cost of selling, transportation, and delivery. In plain words, it costs more to sell goods than it does to produce them.

Too many business men are lukewarm and indifferent about their advertising. It is a challenge we must meet, not with high-sounding platitudes but with definite achievement and sound educational effort to gain for an advertising a fair chance to demonstrate its rightful place in the scheme of distribution. It is not unusual for manufacturers to go after sales volume at a comparatively high cost in order to get factory volume and thus reduce production costs. Perhaps this may be justifiable, but when advertising is used for such a purpose it has to stand the blame.

Large volume reduces factory costs because it enables large-scale operations without a corresponding increase in labor and overhead. Why should labor and overhead in selling not be subject to the same laws? In manufacturing, it is considered stupid and wasteful to do anything by hand which can be done by machinery. The efficiency of the individual is multiplied many fold. In England, the mechanical horse power per worker is 1.5, whereas in the United States it is 3.25, and the average output per man in this country is nearly three times as much as in England, and our men are the more, highly paid for their work.

Let me here digress long enough to claim a fair share of the credit for these superior conditions in this country, for industrial advertising and business journalism. English business men are conservative, and as compared with the United States there is a marked reluctance in England to the sharing of the knowledge of improved methods with others. Neither does England possess an industrial press comparable with ours either in numbers or quality of service. American industrial papers have helped mightily in breaking down the barriers of distrust and selfishness and have constituted a clearing house for advanced ideas and improved processes. Through having a common source of information and inspiration whole industries have been enabled to advance almost as a unit. It is more than a coin-

cidence that we lead the world in industrial advertising and journalism.

Improved machinery and processes do not get into factories by accident. They were put there in many cases through the aid of good advertising. So I say that industrial advertising deserves a good share of the credit for lower production costs. It should not be judged wholly by what it does for distribution. Advertising is the machinery of distribution and should take the same place in mass marketing that machinery takes in mass production, but even a machine can be uneconomical if improperly operated or if it is not worked in harmony with all of the processes involved in completing the operation.

Even poor copy will produce some results if placed in the right media, if it gets to the right people under the right conditions. I would rather have a six-inch advertisement for a Chicago store in the *Chicago Tribune* than two pages in any paper in another city. The large advertisement might be better written, but it would be a total loss, because it would be in the wrong medium.

The great bulk of the water that flows over Niagara Falls is simply the scenery in a stupendous spectacle of nature. Another part of the water, a very small part, comparatively, passes through turbines which turn a thousand wheels in useful industry. It is precisely the same water, but it passes through a different medium. Power of any kind must pass through the right medium before it becomes available for human needs. A quart of gasoline in a motor truck will move a ten-ton load; burned in the open air it creates nothing but a bad smell.

Sound is not sound until it reaches human ears, and the best copy you can write will remain just paper and ink until it gets behind the cranial dome of a real buyer.

A craftsman is no better than his tools. Imagine a watchmaker trying to work with a machinist's hammer and a cold chisel. We are not more intelligent than our ancestors, but we have incomparably better tools. We have the finished machinery of civilization. Take out of the world steam power, electricity, the gas engine, agricultural machinery, the cotton gin, and the world would soon revert to the conditions of life which prevailed 100 years ago. In fact, if we were to wipe out all our



highly specialized mediums of advertising we would put advertising back where commerce was before the advent of railroads.

So I have ventured to enunciate as a law this deduction: the advertiser's power of expression is limited by his means of expression.

Part of the waste in distribution can be attributed to an inadequate knowledge of the tools and machinery of advertising. Some advertisers try to do everything with one tool. Their excuse is that they get results. You can't build a house with a hammer and you can't conduct a well-rounded advertising campaign with one kind of advertising, and this is no reflection on any class of mediums. Each medium has its place and its own function. The waste comes when we use the wrong medium, when we try to make a screw driver take the place of a cross-cut saw.

Here is what the Chicago *Daily News* had to say about it in a recent advertisement: "Perhaps coal miners ought really to powder their noses and look pretty, but we doubt if you would advertise powder puffs in *Coal Age* any more than you would picks and shovels in *Vanity Fair*." Absurd, ridiculous, impossible, of course; but how about advertisers who, judging by the mediums used, are trying to sell five-ton trucks to clergymen, traveling cranes to Vassar undergraduates, leather belting to stock brokers, and concrete mixers to chambermaids?

There isn't time to go into all of the factors affecting the selection of mediums, but I will take a few minutes to present what I consider the outstanding essential in appraising the value of a publication for your special purpose. This is the fundamental principle which underlies the peculiar value of all publications of whatever nature. It is not, how many readers are reached, but how are they reached. Everything hinges upon the nature of the contact effected.

If this were not true you could send out messenger boys instead of salesmen to speak a piece to each prospect. Why then send out salesmen? Because a salesman is something more than flesh and blood, just as a publication is something more than paper and ink. What would you think of a salesman who came in to report that he had reached forty prospects in one day? Probably you would remark that you didn't care how

many doors he had knocked at, but you would like to know what was the nature of the contact.

I seek the advice of a garage mechanic on my carburetor, but would not look to him for advice on my teeth, nor respect it if volunteered. Likewise, a man's attitude toward a publication depends upon his respect for its authority. We may accept its advice on one subject and disregard it on another. If you ask me for a definition I would say, "a publication is a piece of paper and ink plus its editorial value, its character, personality, standing with the readers, and general reputation." Its advertising value over and above a piece of printed matter will be proportional to the "plus" elements.

If I were buying space (and I have bought a lot of it) I would ask myself (1) Is the paper essential to its field? (2) What is the evidence of reader interest? (3) Is the reader interest proven by voluntary paid subscriptions? (4) Are the paid subscriptions audited by the A. B. C.? (5) Is the character of the paper verified by membership in the Associated Business Papers? Once we get this important principle of the nature of the contact clear in our minds, we can buy space surely, confidently, and profitably.

The other night I sat in the private study of a New York man who manages thirty power plants. On his library table was a pile of periodicals which proved to be copies for six months back of a certain power-plant paper. He did not know my business, so I asked if he found that paper of any interest or value. To my surprise his wife broke in feelingly, "I should say he does; whenever a new number arrives, he is glued to it for several nights, although for the life of me I can't see what he finds in them. I have to hide 'em to get any attention for myself!" The husband smiled indulgently and told me that there was scarcely a machine or a piece of material in any of his thirty plants whose selection had not been influenced to some extent by the text matter and advertising in that paper. He turned the pages of the last number and discoursed with understanding and real enthusiasm upon everything in it. The room was filled with other kinds of periodicals; he was "reached" by them just as his wife was "reached" by the power-plant paper, but what would you say was the wide-open channel to that man's mind? Need I say more about the need for analyzing the nature



of the contact made by a publication? Advertising must follow the lines of personal selling. It must be aimed and directed at the massed buying power, and nowhere else. You know the advantage of concentration as opposed to diffusion of effort, but to fix this point in your mind as it concerns advertising, especially industrial advertising, let me paraphrase a principle of physical science: "Advertising, like any other force, increases in effectiveness in proportion to its concentration upon the resistance to be overcome."

This definition suggests the subject of appropriations, because the appropriation which is properly estimated will always be proportional to the resistance to be overcome. I do not know of any other satisfactory way to figure an appropriation. Arbitrary appropriations may be all right as far as they go, but the fact that the appropriation is an arbitrary one indicates that the initial thinking and planning have not been done properly. If the sales objective is settled upon as it should be, if the resistance to be overcome is approximated, then the appropriation can be made with assurance, and the advertising geared and meshed with the sales plan.

If a ton of fertilizer is needed for a given area of soil, I fail to see any gain in using only half a ton. The man who tried this method of saving quite likely would be disappointed in the yield, and the next time would cut it down to a quarter of a ton. In the end he would loudly proclaim that fertilizer is no good anyway, and cut it out altogether. Thereafter the farms around him might double their production with fertilizer, but this man would no doubt run true to form and declare, "My farm is different, I've tried the stuff and I know."

When a man says "I think I will try out advertising," and sets aside a sum of money about like what he would bet on a horse race, expecting to lose but hoping to win, what he really means is that he will try out his ability to use a force of demonstrated value which needs no trying out. The man is on trial, not advertising.

In a new enterprise, a relatively small appropriation may be necessary, but the wise man does not expect this to influence all prospects any more than he expects his lone salesman to cover all of North America. A limited objective is established with a full realization of its limitations, and enough advertising and

sales energy is used to reach it. The question is not how much coal you think we can afford to buy for our power plant; it's how much do we need. It is sensible, I think, to measure an advertising appropriation by the requirements, by the resistance to be overcome. If it is not enough to take you to your destination, it is too much. I would like to go into the question of the proper atmosphere for industrial advertising, but I haven't time to do more than pay my humble respects to the man whose every sense of fitness is outraged at the idea of running an advertisement for chocolate creams in a foundry paper but who gleefully shoves an advertisement for heavy machinery into a periodical filled with advertisements of cosmetics and ladies' underwear.

No discussion of this kind would be complete without some reference to advertising results. Nothing appears to be so widely misunderstood as this question of results, and yet accounts are won or lost by agencies on the basis of results; advertising managers are hired or fired, and space salesmen get or lose business, solely because of the private opinion of some individual as to what constitutes advertising results. If the Industrial Advertisers' Association can do something to standardize thinking on the subject of advertising results, it will have rendered an invaluable service to advertising.

Perhaps some of the trouble arises from poor salesmanship on the part of publishers' representatives. The space is not properly sold; the advertiser has been given an erroneous impression of what the advertising will do; he expects the wrong thing, and in an amazing number of instances the advertiser doesn't know why he is advertising. He has no well-defined objective, and if a man does not know where he is going, I would like to ask how in the name of synthetic gin can he tell when he gets there, doesn't get there, or is halfway there. Yet he says, "We didn't get any results—cut out the advertising."

If this type of advertiser ran a retail store he would expect customers to walk in and say, "I saw your sign, I note that your name is Joblotsky, that you were established in 1874 and that you sell men's clothing. Furthermore, I was impressed by your window display, I think you have just what I want—give me a red necktie."

Too many advertisers judge results solely by the mail in-



quiries, and in most cases this is a false criterion. Few campaigns in business papers are mail-order campaigns, and the advertisers should expect the orders to reach them through their established sales- and order-getting machinery, and not direct by mail. What direct-mail business results should be looked upon purely as incidental to the main purpose? When a man takes a stomach tonic, he does not expect it to create a new set of digestive organs. He expects it merely to improve the functions of the ones he already possesses. Advertising in business papers is not a thing apart, a separate commodity; it is, or should be, part of the sales plan and designed to promote the efficiency of that plan.

Let me tell you a story that I think expresses the idea. A large concern held a meeting of its salesmen, about fifty of them, to sell them a sales plan involving the expenditure of \$150,000 for advertising, a good share of it in business papers. The advertising manager was doing the talking up in front. The salesmen were decidedly indifferent, and several of them had sprung the old argument about increasing commissions or cutting the price to the amount of the proposed advertising appropriation, as an alternative.

Finally one of the old-timers got up, he was the dean of the force and it could be seen that his word would carry a lot of weight. He pulled his order book out of his pocket, and addressing the badly battered advertising manager, said, "Here is the thing that brings orders to this house, my order book here, and the order books of my fellows around the room here. Now I would like to ask you if you can show me a single order that advertising ever put on my order book." Then he sat down with an air of having administered the knock-out punch. The advertising manager was a diplomat; he wanted to avoid a controversy, so he said, "Yes, my friend, I will answer your question if you will first answer one of mine. Will you show me a single load of hay the sun ever put in the barn?"

In a few words he expressed the whole philosophy of results as applied to that particular business. It wasn't the business of the sun to put the hay in the barn, and it wasn't the business of advertising to put orders on that man's order book; it was the business of advertising to make it easier for the salesman to get more orders in the regular way. To epitomize the thought:

the salesman who can confine his work to harvesting has an overwhelming advantage over the salesman who is compelled to plow, harrow, fertilize, sow, and cultivate.

If you want mail orders; if your business is so constituted that mail orders can be expected; if you have a mail-order selling plan, all you have to do is to pick the right papers and use the right copy. The Charleston Industrial Corporation bought the city of Nitro, West Va. They invested \$9,500 in business paper space and sold as a direct result \$1,500,000 worth of materials. Why? Everyone who read their copy knew he had to buy by mail. There were no salesmen, no jobbers, no retailers, and the goods could be obtained in one place only.

The great bulk of advertising should be supplementary to the general sales campaign, and results should be judged by general sales and the sales costs. Results will flow back through the regular order-getting channels. Succinctly expressed, publication advertising stimulates and intensifies the effectiveness of the regular order-getting machinery.

The field in which you men labor is advancing faster than any other field of advertising. You belong to the alert, keen-brained army of advertising men that must depend upon advertising brains and judgment rather than upon the wasteful power of huge appropriations. Your success and your standing are not measured in terms of money spent, but in terms of achievement, and I rejoice that this is true because it shifts the premium from dollars to deeds.

The big man in the advertising world of to-morrow will be the one who best exemplifies the principle that half an ounce of powder behind a bullet, in a gun of correct calibre, aimed at the right target, will be many times as effective as a hundred pounds of powder burned in an open field, even though the latter may be the more spectacular.

#### THE THREE COÖPERATIVE UNITS IN MARKETING

BY L. F. HAMILTON  
*Walworth Manufacturing Company, Boston*

IN MARKETING we have three steps: advertising, sales promotion, and sales. In order for any one to be successful, it must



work in complete harmony with the others and with the entire organization.

I conceive of sales promotion as embracing all those activities which tend to link up advertising, which makes your goods known, worth selling, which makes them purchased and used. As most business is now made up, there is a vice-president in charge of marketing in whose department is located the advertising or sales-promotion department, which is rightfully regarded as one of the methods of making the sale. The sales-promotion department should let the salesman know in advance what advertising is going to appear. That means "preprints." If this is not always possible (and it is less possible in the technical field than in the general field), give him reprints.

In the general field, as you know, it is quite customary to have a campaign outlined well in advance, with an advertising portfolio showing all the advertising which will appear within six months or a year. This is not so readily done in the technical field, for new points arise, improvements are made, new instances of good services appear. But at any rate the principle of keeping the salesman informed of all the latest information remains true.

One method of accomplishing this is to have an album of photographs showing the installation of material. This has two good points: (1) for the most part the sales-promotion department is dependent upon the force of representatives to supply it with these pictures, and then the sales-promotion department can broadcast them after they are reproduced. It is a well-known fact that we are all more interested in that activity in which we had a part than in that in which we had no part. This is exemplified in the procedure so generally adopted now by the large corporations, of securing as many stockholders among their employees as possible; (2) the actual use of the photographs in selling of material.

It is not unusual for the salesman to come across his product under circumstances where he may receive invaluable information. Will he be encouraged and get the fullest information and pass it on to the rest of the sales organization? In a recent case a sales manual was built up in just this way by detailed information sent in by the salesmen which was reproduced under proper headings for filing in the proper loose-leaf section. The idea

started very slowly, but when momentum was gained it went most rapidly. Every salesman must meet certain recommendations of his contemporaries, and it would seem to be wise to add to the old saying, "know thyself" the additional saying of "know thy neighbor."

Of course, the use which the salesman makes of this will depend upon his training. I need hardly say that all analyses of the contemporary product should be made in the spirit of justice and fairness.

The question of whether salesmen should distribute literature is more or less a mooted question and it is not the intention to give a hide-bound answer. I do believe, however, that the salesman should be fully informed when any new literature is sent out and should have at least a sample of it. If possible he should be encouraged to carry some literature and distribute it when making calls if entirely convenient. I do not believe he should be burdened, however, with the definite responsibility of literature distribution.

There is the broader case of more elaborate catalogs, etc., which seem to be more successfully distributed from the home or branch office where a successful follow-up can be made. It would seem to be advisable, however, that the salesmen should be fully informed of the distribution and of the follow-up so that they may intelligently coöperate.

While I do not believe that salesmen should be made distributors of signs, we are making an experiment with rather a high type of sign. This particular type is a glass sign which is manufactured by a concern in New York. This company has a crew of men traveling throughout the country who attach it to the window. It is a rather classy sign and first permission must be secured to put it up. We are making the experiment of giving these forms to our salesmen with instructions to bring the matter up when calling upon a dealer, particularly a dealer with a prominent window. When permission is received he has the form filled out and returns it to us. We do not pay for the sign until it is in place, and this of course eliminates much difficulty when you consider the great waste of dealer-help distribution. I can simply chronicle this as an idea. I shall know more about its success or failure within a few months. It does offer the salesman, however, an opportunity with his selling tact to stress



the element of our intention to coöperate with the dealer with this particular form as one concrete evidence.

We are of the opinion that motion pictures as an element in advertising have only begun their day of usefulness. Many concerns have invested in the motion picture of their product and they have awakened to the fact that they have a perfectly good picture but do not know what to do with it for the majority of motion-picture houses of the country will have very little to do with strictly advertising films. These films, however, can frequently be made very valuable if arrangements are made to show them before technical institutions, schools, colleges, Y. M. C. A.'s, etc. In some cases the entire matter can be left in the hands of the salesmen, and in other cases the dates can be made by the general office and the salesman arrive later to deliver the lecture or explanation which goes with the picture.

As to the use of souvenirs for advertising there is a difference of opinion. Many people are opposed to them, and in general that type of souvenir bought by everybody is sometimes ineffective. In many cases an organization can develop some special souvenir made from one of its products. When this can be done and the souvenir handed across the desk by the salesman, it breaks the ice for an interview and makes this particular salesman stand out from among the mass.

Most concerns are probably now working on a quota basis, and in the case of these concerns making a large number of articles certain lines may be overlooked. The sales-promotion department can step into this breach many times to advantage. For example, our company has manufactured the Walworth Stillson Wrench since the time when Dan Stillson made his invention something over fifty years ago. For the most part it has been sold as a mechanic's tool, but we recently began exploiting it as a "Handy Helper In Every Home" for hundreds of household uses. It was felt, too, that there might be some market for the wrench as a Christmas present, and although the idea was pooh-poohed in many quarters, a campaign was arranged, advertising matter secured, and quotas assigned to each sales unit.

The sales-promotion department kept all the units informed through bulletins of the new orders received, copies of letters sent to dealers, advertising matter sent to dealers, and three

times a week every unit was informed as to its percentage and quota, orders obtained from different territories, arguments used by salesmen, etc. The campaign was very successful.

#### BUDGETING THE MANUFACTURER'S ADVERTISING APPROPRIATION

BY E. E. LEASON

*Advertising Manager, B. F. Sturtevant Company, Boston*

A COMPLETE and comprehensive study of the whole advertising situation was undertaken several years ago by the B. F. Sturtevant Company. This study included thoughts concerning the products which we were manufacturing and the twelve departments which were responsible for the development and sale of those products.

One of the most important decisions coming out of the study was the budgeting of the appropriation. Based on previous investigation, each department was given a certain percentage of the gross amount named by the board of directors at their annual meeting. Practical application of this system has been even more satisfactory than had been anticipated, because it not only held the expenditures within the limits of the budget, but it also gave each department manager a definite knowledge of the share of the appropriation which he was receiving. Before expending the budget for any given department, the possible markets for its apparatus or products are divided into two divisions which we have called the primary and secondary markets.

*Primary Markets:* The primary market may be better explained through a definite example. Take the architectural field, for instance, and consider with relation to it a heating and ventilating system, the type installed in large public buildings with the fan, heater, and air washers located in the basement with distributing ducts leading to the various spaces to be served.

Architects as a group have under consideration fairly constantly some sort of building and therefore form the primary market for heating and ventilating systems. We have found that there are similar primary markets for the products that each



department is endeavoring to sell. Our object, therefore, is to use these primary markets, and, in other words, to go after the sure business first.

*Secondary Markets:* The secondary markets are those which really have to be given more consideration and thought and are represented by those groups which have some weight in the final decision as to whose product shall be purchased. A secondary market may be made up of anywhere from one to one half dozen different groups all having a greater or lesser degree of buying influence. Our object is to select the most valuable secondary markets and place them in their relative order of importance.

Reverting to the purchase of a heating and ventilating system specifically for application in a school building, the school board has some voice in the selection of equipment as does the steam-fitting contractor. It is desirable, therefore, to educate these groups to the advantages of our particular system. Our decisions as to which of these secondary markets shall be used at a given time are predetermined by such statistical reports as are available, the opinions expressed by the sales organization, and the general tendencies which are observed by the general sales manager. The list of mediums used to reach the secondary markets will change from time to time with the fluctuation of the proposed expenditures by those groups, or, in other words, we must foresee how busy these groups are going to be. One year, we may throw the weight of our advertising into the railroad papers, another time, it may be in hospital publications and again, in a medium reaching the school boards. But bear in mind that these so-called secondary publications are in addition to the primary papers previously mentioned.

*Distribution of Appropriations:* The percentage of the gross appropriation assigned to the several departments is determined a great deal by the dollars-and-cents return from sales of products rather than on the basis of the size of orders as indicated by units of equipment.

One exception to this policy is in the case of a new department which must be well advertised to place it on a sound selling basis. Under these circumstances, certain allowances must be made and the budget would be larger in order to give the "baby" as good a start in life as possible. Again, this procedure is

followed when a new market is located for one of the older products, and it is desirable to become well established in the field where this new application has been discovered.

*Selection of Mediums:* We select the mediums for the primary and secondary markets after very careful analysis which includes a study of the ABC statements and other factors which we have learned from experience are necessary to consider in order to purchase space in the right publication for our products.

*Department Budget Sheet:* After selecting the mediums, we make out a budget sheet for each department. Starting with the budget at the top and setting aside a certain percentage for mechanical production costs, we then proceed to contract with the various mediums as far as the budget will allow. The most important or primary mediums are placed first, and from then on into the selected secondary markets as far as possible. For my own personal convenience it has been found desirable to maintain this budget sheet on what we term a diminishing total basis. By so doing, we never exceed the total amount of the budget.

*Publication Sheet:* The publication sheet is printed on regular letterhead-size paper, the long way of the page, and is kept in a loose-leaf book. This sheet is made out for a single medium and even though the same medium is being used for several budgets, a sheet is made for that medium for each budget. On this sheet we keep complete data including the name of the publication, address, frequency of issue, space contracted for, closing date, rate, date of issue, space used, title of advertisement, advertisement numbers; and on this sheet also appearances and billing are checked. It thus becomes a permanent record of what actually happens, and it also acts as a guide to checking regularity of appearance.

*Publication Cost Sheet:* In the same loose-leaf binder as the publication sheet, and next to it, a publication cost sheet is entered which is similar in size to the other page. On this sheet we have a complete cost record for any given publication in any one department. Here we record the cost of space, art work, photography, halftones, electrotypes, reprints, or any other item which enters into the production of the advertisement excepting, of course, the salaries.



*Budget Cost Sheet:* The budget cost sheet (See Exhibit F) is practically the same as the publication cost sheet except that only one is maintained for the entire budget for each department. On this sheet the totals for all the items included on the publication cost sheets are entered. This sheet also is maintained on the monthly total and accrued total basis and gives a further check on the budget expenditures.

*Grand Total Sheet:* The grand total sheet is also similar to the two previous forms save in the place of the space for definite items a series of years are included. In the month for any given year, an entry is made for the complete advertising expenditures for all departments as well as for Direct-by-mail, Foreign, Canadian, and Miscellaneous expenditures. These figures are gathered from the budget cost sheets for each department.

All of these forms are kept together in a standard 1½" ring binder, and it does not take the services of an extra man to keep the system in operation. As a matter of fact, the secretary in the Advertising Department maintains the system and at the same time handles all of the dictation from the Advertising Manager and two assistants.

#### PROPER ANALYSIS OF THE INDUSTRIAL MARKET

BY HARRY TIPPER

*Manager, Automotive Industries, New York*

PERHAPS you are riding on the crest of the wave of demand for your product. Or, possibly, sales resistance has been too high for comfort and profit. Apply to your market a penetrating analysis which fully includes five factors, and you will be able to chart the future with unusual accuracy.

The market must be considered from the dynamic standpoint, because all industry is moving, changing, and developing so that its uses of materials, processes, equipment, and all the other items that enter into this operation are themselves undergoing change and development at all times.

The product may go only into one industry or into many industries. It may be important in the industry or it may be one of the subordinate elements required for the work of the

industry. It may be a prime factor in one industry and a very subsidiary factor in another. It may be a factor of small importance at one time and a factor of much greater importance at another time in the growth of any industry. Proper analysis includes:

First, a knowledge of the sources of information and a knowledge of the authority and reliability of those sources. This must include a knowledge of the methods by which the information is arrived at so that its value and pertinence can be understood. There are so many thousand products going into the operations of any large industry that the information regarding many of these products must be secured in a more or less fragmentary manner, estimated from careful knowledge of the details, and gathered by actual observation. The judgment in its use requires the same careful knowledge in order to estimate it in the right way and draw the correct inferences therefrom.

Secondly, a knowledge of the product and its uses. In this respect the industrial market differs very materially from any other in the processes of analysis. A product which has been manufactured for a given purpose is finally used for a hundred other purposes through the necessities, the analysis, and the consideration of the engineer and the production man.

Thirdly, the methods of buying and the volume of purchases. The influences exerted in connection with the purchase of any of these items vary greatly. Some of them are visible, others are not readily so. The department activities in any line of industry are very closely interrelated.

Fourthly, the competitive situation must be determined in order that the place of the particular product, among the number of products offered, can be suggested by the comparison.

Fifthly, the market analysis would not be complete unless it took into consideration the buyers, and the necessity for selection, and consequently the necessity for discovering differences in value. Many of these products tend to become more or less standardized as the practice of industry becomes more common. But this does not alter the necessity for the pursuit of the selective processes by the buyer and the comparison of differences in value by the buyer in order to select on justifiable grounds.



## MARKET SURVEYS NECESSARY TO EXPORT TRADE

BY ARTHUR TAYLOR

*Advertising Manager, J. A. Eno, Ltd., London, England*

TO GAIN a sure footing in a foreign market, advertising is essential. Yet advertising is not the first thing to think about. In highly organized countries such as the United States and England, some form of market investigation precedes the planning of most sales campaigns.

If it is important or desirable in these cases, it is doubly essential in the case of over-seas markets. There are so many points that must be considered, and weighed, and settled, before any progress can be made with actual selling. You must review the local distributing methods, the transport facilities, competing lines already established, protective tariffs in force, sales-agency matters, price fixing, financing problems, attitude of the trade and the public toward new products, local habits and customs that may affect sales, language difficulties; all these, as a rule, have some bearing on the question. This market survey cannot be properly handled as you sit in your office chair thousands of miles from the scene of your proposed selling attack. It should be made on the actual ground, either in person or through a reliable deputy.

Sometimes it is possible to arrange for a reputable firm established on the ground to report on the whole situation. But my experience shows that this plan is not to be depended upon absolutely.

If you are unable to visit the area personally, send somebody who knows your product through and through, who is well acquainted with the business policy of your house, who has full information regarding your factory capacity, who can discuss with authority such matters as alterations to the product to suit local conditions, the selling prices and terms, and the inauguration of the necessary advertising campaign.

It may be said that there is nothing novel in what I recommend. There isn't. It is just plain common sense. But I have seen many promising export selling schemes go wrong for the want of just such obvious precautions as I have suggested.

On the other hand, I must admit that Americans have been more in evidence just lately in this direction in various parts of the world than British business men have been.

Advertising in the different foreign markets presents a variety of problems, the solution of which is sometimes most interesting and even fascinating. All manner of unusual and unexpected points develop. Press advertising is a fairly straightforward matter, as there are a number of excellent organizations at home and abroad which can take good care of all the details of a newspaper campaign in almost any part of the world. Theoretically speaking, an advertising agency on the actual ground should be able to render the best service in any particular territory. But in practice this is not always so. While making a market investigation, it is a simple matter also to study the advertising agency situation and decide whether your advertising should be handled by a local concern. Unless a local agency is well equipped and run by experienced advertising men on whose integrity and advice you feel you can rely, it is better to employ a home agency which specializes in advertising in the market in which you are interested.

When it comes to forms of publicity other than newspaper and magazine advertising, my advice is that you should take care of the work in your own organization or act in conjunction with the sales representatives you have appointed in each country. Direct advertising, dealer helps, window displays, posters, and the many other useful kinds of advertising, can usually be more economically produced and controlled in this way than if left to the advertising agency. Such, anyway, is the conclusion at which I have arrived.

Almost every foreign country calls for special consideration in connection with the details of the advertising. I cannot begin to cover this phase of the subject, but it is often vital that certain idiosyncrasies or peculiarities should be noted. In India, for example, there are several dialects in use. Some of these are useless for appealing to certain classes of natives so it is often necessary to print labels and instructions in four or five languages if your article is one that can be sold to the native Indian trade. One has to be most careful, too, about illustrations in Indian advertising reaching the native. It is most offensive to them to depict a woman in any but the correct



native garb, or to show her in some of the situations which appear quite correct to our eyes. In China, again, the best-appreciated form of advertising is the calendar. Similar points have to be studied in any advertising plans you may be contemplating in some other countries.

There is one thing I should urge most strongly, and that is never to relinquish the control of your foreign advertising to any firm who may represent you as selling agent. Do not pay them a sum for advertising and leave it to them. It may be all right, but usually it leads to all kinds of trouble.

I recommend to any American or Canadian manufacturer who desires to extend his markets the possibilities offered by the British Isles. The advantages of our country as a starting point for export sales development are fairly obvious.

#### LOOKING "AT" COPY AND LOOKING "INTO" IT

BY HARRY E. CLELAND  
*Miller Freeman Publications, New York City*

ADVERTISING reduced to its basic fact means that while copy is not all there is to advertising, it is all there is to an advertisement. One way to shorten copy is to shorten words. Practise writing your headlines and text in words of one syllable. You'll be amazed at the strength of your copy. All good writing is distinguished by simplicity.

This statement holds good for industrial advertising copy as well as for any other kind. Humanity averages pretty much the same. To assert that business men as such cannot be reached through their emotions is a brave attempt to alter fundamentals but it won't work. Business men are still susceptible to fear, beauty, blemish, humor, greed, vanity, ambition, and a host of other things that mark the difference between mere man and that figment of a playwright's imagination—the super-efficient Robot.

By all means let us be human in industrial copy. A man may be an engineer, yet few of them are afflicted with that deadly thing known as the engineering mind. We are led to believe that most of them have it because it is emphasized by being the exception, not the rule.

Ideas are driven home by contrast. It's good drama, good psychology, and good advertising to get your effects by light and shade. Not long ago Fred Stone, the comedian, whipped from buffoonery to a serious discussion of religion, and, after the first shock of surprise, carried his audience to enthusiastic approval, mainly by contrast.

Your good salesman knows the method and uses it. Emulate him. Emulate him all the way through your copy if you can and you will never go very far wrong.

It takes three people to produce a good advertisement. Any more spoil the broth. As you know, they are the writer, the artist, and the printer.

I plead for more harmony among them, a more sympathetic understanding of the other's viewpoint. The trouble is each one wants to push his own pet into the parlor. The result is a lack of balance in advertising that makes it repulsive or otherwise inefficacious.

I have known printers to suggest lifting entire paragraphs of text to get certain typographical effects. And I've known writers to insist on retaining every last word to the exclusion of white space and any beauty that the printer might have injected into the layout.

We need more originality in industrial copy. When one can pick a dozen advertisements out of one technical paper and by simply changing name and address and perhaps the halftone make any one of them apply equally well to any of the others, there's evidence of lack of both thought and ideas. There are only words.

We need better English in industrial copy. By that I don't mean, primarily, better grammar. I mean that we should use this wonderful tool with skill and care so that we may inject our ideas into the consciousness of our readers and make them stick.

It was Sentimental Tommy, I believe, who lost an essay contest because the time limit expired while he was searching for a word which didn't mean precisely this nor exactly that but was between the two and yet leaned a bit to the latter. Tommy's opponent became a good hack writer. Tommy went on to genuine fame.

Industrial copy needs this same care in the selection of words.



It's only when you're making a speech to a defenseless audience that you can afford to be slipshod. And then you shouldn't!

How long should an advertisement be? Certainly it should be just long enough to carry its objective and no longer. If you can get any satisfaction out of that answer, make the most of it.

I wonder if you will agree with me that there is too much pompousness in industrial copy. It's usually the result of taking our business too seriously. It waddles around like a very fat and very serious old woman. Avoirdupois and dignity may be all right taken separately, but they make an alarming combination.

You've all read advertisements full of mouth-filling words and turgid rhetoric with an idea buried somewhere beneath a mass of phrases. I think that the war and excess profits were responsible for this. In any event, they seemed to occur simultaneously—with no armistice yet declared.

I suggest greater simplicity in industrial copy. It means greater clearness, less effort on the reader's part, more chance of driving the argument home. Big words and long sentences do not denote strength any more than a 60-inch waistline does. Look at the master writers of English and you'll find that they get their effects by the simplest means. Who was it that said, "You must forgive the length of this letter. I haven't time enough to write a short one"?

Witness the master advertising writers of to-day. Does Fletcher search for words that he himself cannot understand? Not on your life! Yet he makes an imitation pearl seem more alluring than the real thing and a barber shop, by the magic of his pen, becomes a life-extension institute. When Jim Henry, salesman, takes his stubby pencil in hand and chews the end off, does he try to impress by his erudition? Not so that it can be observed! Yet Mennen's went on the map with a bang and stayed there.

We need more ideas in advertising copy. An oil company conceived the idea of publishing in its advertising the exact grade of its lubricant to use in every make of automobile. Naturally every car owner ran down the list to find his baby and the kind of oil that would keep it healthy.

A bookkeeping-machine concern took accounting out from under the shadow of the pen and showed the pen and its drab shadow in every advertisement.

The maker of a hand shovel, one of the commonest of tools, painted a red edge on his product and it marked a red-letter day in the history of that business.

A paint maker instead of sticking to the rubber-stamp method of naming his product "white enamel," calls it "barreled sunlight."

The correct writing of copy is not a science nor anything like it, unless common sense be a science. It cannot be guided by mathematical rules nor governed by immutable laws.

Whenever we think we have established some standard, somebody breaks all the measurements—and gets away to a huge success.

However, there are certain things the young aspirant should study. A study of form and balance and decoration to lend beauty, sturdy or delicate, to his layout. A study of grammar and rhetoric, of course. A study of the style of the best writers of English prose, ancient and modern. A close observation and study of human nature, its frailties and strength, and something of the psychology of the crowd.

#### SELECTIVE METHODS OF MACHINE-TOOL ADVERTISING

BY E. PAYSON BLANCHARD

*Advertising Manager, Bullard Machine Tool Company, Bridgeport, Conn.*

SELECTIVE advertising applies to a restricted market, restriction being imposed by utility of the goods, both economic and engineering. Each product has its various uses, and each tool is sold to a particular prospect on the basis of its utility in his case. Uses vary in different industries, and under various industrial and manufacturing conditions. The railroads do not use boring mills under the same conditions as do automobile-tire-mold manufacturers. So to meet the existing conditions in each case we classify our prospects and customers in accordance with their possible uses for our equipment.

Machine tools are continually changing and developing in design and the application of new principles. Their field of use



is, therefore, continually extending to include additional operations and new types of work. The products or pieces which they are built to machine are also subject to change in design or in process of manufacture. Also new pieces are always coming within the field of economical manufacture, while others are dropping out.

In order to follow these conditions, an engineering analysis of each type of tool is made and kept up to date. Aside from mechanical features of design and construction, uses of the tools are shown as operations, types of work or combined operations, and methods of operation and adaptability under various manufacturing conditions. These factors are illustrated by typical pieces from the various industries. The market or rather the list of prospects is classified to bring similar types of work and similar methods of manufacture and production within the same group.

The uses of the product and the segregation of the prospect list require much thought, starting with a review of past records and sales. Classifications are determined, each indicating a type of work. These are the industrial divisions and customers. With the same classification, the prospect list is analyzed and grouped.

The prospect list consists of cards or envelopes carrying the customary data, filed geographically. The identity of a prospect with one or more industrial group is indicated by tabs, so that by a quick review of the file the prospects in any group are immediately evident.

We have found applications of our machine tools, up to the present time, in sixty-three manufacturing lines, which, by industrial grouping, have been classified in nineteen industrial divisions. This constitutes the basic plan for selective advertising. An engineering analysis of the equipment and its uses provide the source of ideas for production of copy. The qualitative and quantitative analyses of the prospects provide an admirable basis on which to judge the efficient use of media.

We accumulate also facts concerning the market and the industrial divisions which we have set up. General statistics may be obtained from census reports, trade-association reports, trade-paper reports, and other sources. This information will

consist of the number of plants, their size, number of employees or other relative data from which productive capacity and proportionally the approximate amount of work available for certain types of machines may be estimated.

Accumulate similar figures from your own prospect list and figure the proportional amount of business available in any of the industrial divisions. Rate the comparative importance of industrial divisions. Know the methods of buying in each division where these are fairly standardized. Then tackle your media problem. I have a rather rough conception of this, illustrated graphically, which attempts to show, first, that personal selling is carried on only to legitimate prospects; second, that an inclusive mailing list and direct-mail efforts are subject to some dilution; third, that trade papers which cover an industrial field carry this dilution further, and so on up through the scale of business papers, class publications, newspapers, and general magazines. And my next point is this: that as the field widens, the cost of making the right impression to the restricted list of prospects increases. The extent to which advertising may be carried on this scale must be judged on the merits of the individual problem.

More attention should be paid by advertising men to the tone and editorial content of the papers they contemplate using, and to analysis of the type of reader.

The fundamental plan for selective advertising makes possible a tie-up with sectional, industrial, or economic conditions. With the geographical and industrial divisions of our market all determined, and with their comparative ratings established, we can judge the importance of any division by varying the normal ratings with the influence of the conditions existing in any industry or in any section of the country.

I believe that on this plan it is possible to work out not only the proportion of present usage to the past usage of any product or group of products, that is, the degree of saturation, but, perhaps, the value of that usage in the saving in cost of manufactured products. We might even attempt a valuation of the economic influence of machine tools, which Dean Kimball has portrayed with such a master hand.

It is safe to state that selective advertising pays just as intensive cultivation pays.



## WHAT DOES IT COST TO ADVERTISE?

BY G. W. BROGAN  
*Advertising Manager, Black and Decker Mfg. Company, Baltimore*

It would be a splendid thing if the industrial advertisers could recommend a uniform method for calculating costs. I separate advertising from sales by including in the advertising all printed matter pertaining to sales except order blanks, ledger sheets, and office forms, although for the sake of uniformity and price control all printing of any sort done for our company is handled through the advertising department. If it's printing, it's an advertising expense.

My advertising appropriation is divided into three groups: space, sales promotion, and advertising department expenses. The space account includes all advertising space which is contracted for by the advertising department in publications, billboards, and in other places. Additional space taken in programs for various benefits by executives of the company is charged to charity account.

Sales promotion includes all art work, cuts and photos, also printing and paper account, and the postage account, the entire headquarters postage having been divided arbitrarily between the sales and advertising departments. Two thirds is charged to advertising and one third to sales, on the basis of the fact that 66 per cent. of the mail sent out is advertising material.

We have separated the show account from the space account, to which show space might otherwise be charged. The advertising material used at shows is covered in other accounts. The traveling expenses of advertising department representatives in connection with shows is covered by a traveling expense account and the expenses of sales representatives in connection with shows, of course, charged to the sales department. The advertising department is in charge of all shows or exhibits. Special material made for exhibition purposes only is charged to this show account. Standard material exhibited is consigned to the branch office in whose territory the show is held.

The mailing department, which handles the mail for the entire headquarters organization, is a part of the advertising department. This was done for the reason that sixty-six per cent. or more of the mailing work is for account of advertising. We have found it advantageous to operate a delivery truck in connection with the mailing department. This is used for making regular trips to the Post Office for incoming and outgoing mail.

My concern is operating at a total sales and advertising expense of about twenty-two per cent. and we are paying dividends on both preferred and common stock, our orders being such as to keep our factory operating to capacity at practically all times. Yet it may be that we are spending one per cent. more for advertising than is necessary and that if this one per cent. could be saved it would mean so much additional profits without sacrificing anything in the way of sales building for the future. Am I, personally, as Advertising Manager, as efficient as advertising managers of other concerns in parallel lines of business?

A uniform plan would furnish a basis for valuable comparisons and make for greater efficiency.

## GETTING THE MOST OUT OF ONE ADVERTISEMENT

BY R. M. NICHOLSON  
*Advertising Manager, United Alloy Steel Corporation, Canton, Ohio*

WHENEVER we advertise one product we try to make the advertising serve one or several products made by our company. The United Alloy Steel Corporation is made up of a number of different companies, four of which advertise. Those are the ones we shall discuss to-day.

The parts of our corporation are known as divisions. The Alloy Division makes open hearth and electric furnace alloy steels which are sold under the trade name, U-LOY Steels, to the automobile manufacturers, railroads, the oil mining industries, tool makers, and miscellaneous manufacturers.

The Stark Division makes black and galvanized sheet metal, both steel and rust-resisting Toncan Metal. The prospects for these products include architects, engineers, contractors,



owners, railways, manufacturers, dealers, enamelers, and the general public.

The Berger Division fabricates sheet metal into a variety of products marketed under the trade name Berloy. They include metal lumber, metal lath, reinforcing plates, metal ceilings, roofing, siding, eaves trough, conductor pipe, steel storage bins, wardrobe lockers, steel filing equipment, steel storage cabinets, and other items. Prospects for these products include architects, engineers, contractors, dealers, manufacturers, building owners, public officials, and business men in general.

The Culvert Division makes corrugated metal culverts both round riveted and nestable. They have for prospects railways, highway officials, engineers, farmers, irrigation companies, etc.

The prospects for the products of one division are in some cases prospects for those of another also, so our problem is to tie up all our advertising in such a way that that of one product or company or division will benefit not only the other products of that same division, but products of other divisions, and also so that it, in turn, will benefit from the others' advertising.

Here are some specific examples showing how we accomplished this: a full-page advertisement appeared in the *Saturday Evening Post*. Primarily it was advertising Toncan Metal. The main illustration used is of the new Yankee stadium, on which Toncan sheet metal was used. The advertisement was timed to come out just prior to the official opening. We felt that this, being an unusual structure of great size, and being presented at a time when the baseball fans were hungry for action, would create a great deal of interest and draw the attention of a great many people to our advertisement as a whole.

Along the left-hand side we showed smaller illustrations of different Toncan Metal installations which would be of particular interest to certain classes. For example, the first one is a barn, of interest to farmers. The second is a giant ventilator, of interest to sheet-metal workers. The third is a culvert, of interest to all who use culverts, and the fourth a railroad car, of interest to railroads.

Now at about the same time, in industrial papers, appeared an advertisement published by our Berger Manufacturing

Company, which you will note uses the same illustration and the same style layout, thus tying up the Berger Division with the Toncan advertising and tying up the Toncan with the Berger advertising.

Another advertisement appeared in the industrial press over the name of the Berger Manufacturing Company. While the same layout could not be used, this layout was similar, and where the *Post's* Toncan advertisement carried the headline, "Tons of Toncan went into this Stadium," this advertisement read: "Tons of Toncan Metal Lath in the Ritz."

A similar idea is worked out in relating the advertising of our Alloy Division, which makes hearth and electric steels, to the Toncan Metal sheets general advertising. A paragraph with suitable heading referring to the Alloy products under the trade name, "U-LOY", appears in our national and industrial advertising. Then when we run advertising primarily on U-LOY steels, we carry a similar paragraph on Toncan Metal. The signature style is the same in national, industrial, and dealer publications, whatever the product advertised.

Manufacturers, dealers, and agents outside the company also tie into our campaigns in many cases. A dealer's ad, for example, is illustrated with the Yankee stadium, with the same general layout as the advertising which appeared with it for Toncan Metal. We have a great many calls for this coöperative service.

Another example of this is found in the Toncan Metal Culvert Association, which publishes a magazine called *Road Economics*. This magazine also carried in its pages a reproduction of the *Saturday Evening Post* advertisement.

Manufacturers too, who use Toncan Metal sheets in fabricating various sheet-metal products, tie in different ways in accordance with the suggestions we make to them or according to their own ideas. For example, manufacturers of porcelain enameled parts for stoves, refrigerators, etc., are provided with a label to put on the finished products indicating that the base is Toncan Metal.

Now to sum up, our idea is to make all our advertising help our other companies or divisions and help all those who sell our products. In speaking to-day I have used Toncan Metal as the sun around which the others are placed as satellites, but a



similar story could be told by using the Berloy products as the sun or the U-LOY Steels, and in these cases Toncan Metal would take its place as one of the satellites.

#### CLASS APPEAL IN MASS MEDIA

BY S. M. FECHHEIMER

*Publicity Manager, Truscon Steel Company, Detroit*

It is obviously impossible to sell the average technical product to the several million readers of a big mass medium because they have neither the means nor the need for it. At best, the total number of buyers and people who influence its purchase are one or two hundred thousand people. If Mr. Industrial Advertiser keeps that fact constantly before him the problem of advertising immediately simplifies itself. We are now talking in figures that he can understand and appreciate. Let him forget the million or so people whom it does not pay him to interest and concentrate his attention on that select one hundred thousand whose purchases mean millions of dollars to him. Would not any manufacturer give anything to earn the esteem and goodwill of that 100,000? Then why fret and worry about the other millions?

The attention must be concentrated on that particular 100,000 who must be influenced. The appeal must be directed to them and to them alone. The features of the product which appeal to their interest must be discovered. The advertiser must put himself in their place and make his appeal on the basis of what they gain for themselves by using his product.

It is all bunk to say that it takes a peculiarly trained genius to write industrial advertising for popular magazines. Any man who can express the living spirit of his product and his institution and can write from the standpoint of the prospect's interest will prepare better industrial advertising than the finest food and soap copywriter in the world. His advertisement won't be as prettily dressed, but it will develop the business. Don't misunderstand me. I thoroughly agree that you should have a good outside agency working with you, because you can profit greatly from their point of view and their actual service.

The technical basis of marketing the product should be in-

jected into the advertising. I know this from actual experience in advertising Truscon products. The advertisements which have brought us the largest number of good inquiries for such products as Truscon Standard Buildings are those which contained a great deal of technical information and which were rather unostentatious in appearance and simple in appeal. The results from them far exceeded those from advertisements which seemed to have a more attractive appearance and a more popular appeal. I am not advocating that you put your advertising in a shroud. By all means make it as attractive as possible, but contents should not be sacrificed to appearance.

Direct advertising is good and should be used, but it is not properly effective unless the way is paved for it by establishing your name through magazine advertising. Technical magazines are fine and should be on your list, but you have to use a veritable host of them to cover all the executives and owners you want to reach; and then it becomes a question whether you have made a proper appeal to them in talking on a subject extraneous to the trade covered by the publication.

Fortunately, individual sales of technical products usually run into very large figures, so that the per-dollar cost of popular magazine advertising is actually less than for some popular articles that have a small unit selling price. After all, it simmers down to a question of the relative cost of different methods of distribution. Can you do it more economically, volume and time considered, by advertising or by selling or by some combination of both? Considered on this basis, I am confident that you will find that the use of mass media easily justifies itself, providing your product, organization, and distribution are right for it.

Never forget that your technical man, although he is human like the rest of us and reads the same kind of good and bad literature, is by education or practical training different in mental make-up. He is accustomed to dealing with facts and figures, and is disappointed if he does not find them in your advertising announcements. When it comes to matters of his business, you can neither attract nor fool him by pretty pictures or outside interests. Bring out the points in your products that are interesting to him and he will be convinced by your advertising. In popular magazines you must separate your



particular group from the general public, hence the utmost importance of the class appeal in mass media.

#### EXPANDING A SATURATED MARKET THROUGH MASS MEDIA

BY GALEN SNOW

*Greenfield Tap and Die Corporation, Greenfield, Massachusetts*

TESTS made by our company have convinced us that people like to read about things mechanical. Manufacturers should, in some way, capitalize that liking.

In my judgment, mass media only becomes interesting to the average industrial advertiser when he finds that his production is saturating his existing market, or that his market is dwindling due to conditions beyond his control. In such cases a careful survey may show a wide market waiting to be tapped by changing the advertising appeal, the sales policies, or the product. Beyond a doubt mass media represents the most economical way of getting the story over the new and wider market in the least time. The main pitfall to be avoided is too optimistic an estimate of a new market.

Our first experience with national media was after a consolidation of several competing firms had been effected and we were faced with the need of establishing one parent brand which would tie up with the brands under which our products had been previously manufactured, and at the same time retain as much of the value of the old trade names as possible. We decided on a "teaser" campaign in national magazines. In this connection it is interesting to note that three or four years afterward we circularized lists of doctors, lawyers, and teachers picked at random from all over the country to see if our "teaser" campaign had been effective. The answers furnished surprising proof of the success of our campaign. Seventy-five or eighty per cent. of the replies which were received indicated a knowledge of our trademark, although sometimes they were a bit foggy as to just what it meant and what we manufactured. We would have considered this very satisfactory had it come from individuals in the metal-working industries, but coming from people of such different stations in life we think the results were really astonishing.

We have also used national media to aid in the development of a wider demand and broader market when existing industrial buying fell off. This and several other tests we have made have convinced us that people like to read about things mechanical.

Quite frequently the industrial manufacturer finds himself with a variety of products, each one of which sells in a more or less restricted market, although the total volume of business may be considerable. None of the individual products in itself justifies consumer advertising and yet the total sales are large enough and broadly enough distributed to warrant a consumer campaign. Often such a concern can find buried in its line some product with a wide potential market and it only needs courage to take that item from obscurity of the catalog into the broad glare of national publicity to start something which will shed much reflected glory on the whole line. When carefully thought out and skillfully worked out the previously despised and ill-considered article in question can be sold widely enough to cover the cost of the campaign. Publicity for the rest of the line and the manufacturer's name is merely a matter of properly prepared copy.

#### CREATING A TECHNICAL DEMAND THROUGH MASS MEDIA

BY K. H. BRONSON

*Advertising Manager, Square D Company, Detroit, Michigan*

OUR company has, through the use of mass media, introduced a new industrial product, and created a market for it. After we had developed the first safety switch, we found, of course, that it was necessary to develop a market for it. At this time there was considerable discussion as to whether it would not be advisable to carry our message to the electrical trade exclusively. Such arguments were founded on the ground that electricity is understood by so few people generally that only men in the electrical industries would have an interest in new switch development.

To any of you who have attempted to create a new practice in a trade, however, the thought immediately comes home that this is a long drawn-out job. The tradesmen learn their trades slowly and it isn't easy to influence and change their practice



without some strong outside pressure. We decided to create that outside pressure in order to hasten the wide use of safety switches to the exclusion of the danger in the old open-knife switch.

As the basis for such a campaign, we selected general magazines. The message was general in text, not too technical, and talked largely in terms of fire and accident prevention. The campaign, as it appeared, immediately attracted the attention not only of men vitally interested in the electrical development, but also of the architect, who saw in this construction a chance to protect his client; it brought home a new idea to the safety men in the industrial plants to cut down accident losses, it helped to make their job larger. The electrical inspector recognized that inspection requirements should include safety switches; state fire marshals and commissions recognized our message as publicity helpful to their cause, and wrote rulings featuring the use of safety switches in their community. All this outside interest, of course, resulted in the acceptance of safety switches by the jobbers, and the contractors accepted the development as permanent and began to use safety switches exclusively.

Nothing can show better the effectiveness that such a campaign had, than the statement that in the course of but a few years the old type of switch disappeared from the market, and safety switches are everywhere recognized as standard equipment for electrical installations.

The success we had with mass media in our first campaign, led us to believe that we could continue effectively along this line. Our aim has always been to associate the name "Square D" with safety switches, and our copy has been written along that line.

Probably the best endorsement of this policy has been the widespread use of the term "Square D Switches" in trade paper and newspaper publicity, where the term "Safety Switches" was implied. To-day to a great many the names "Square D" and "Safety Switches" are synonymous.

We cannot, of course, say how far we would have gone had we confined our message to more selected media, but surely our campaign in general magazines has played some effective part in the very rapid development of the safety switch market and the Square D Company.

## RELIGIOUS THOUGHT GUIDES BIG BUSINESS

BY WILLIAM H. RIDGWAY

*President, Craig Ridgway & Son, Coatesville, Pa.*

THERE are many obvious factors in the growth of any successful business, the perfecting of the product, the intelligence with which marketing principles are applied, the active influence of the advertising, but in every business meriting the prefix "big" there will be found one or more guiding personalities who have a distinctly God-fearing character.

There are two propositions which merit thought in this connection: First, any firm which can pay several thousand dollars for a full-page advertisement one time, in a large magazine, paying other thousands for advertising in other magazines—and other mediums—must do a tremendously big business to afford such a large appropriation for publicity. Second, the man who can swing a business of this size is certainly no Miss Nancy, or a man with one foot in the grave, but a full-blooded, up-to-date specimen of American manhood.

In connection with my natural interest in religious things and in business I have looked rather deeply into the personalities behind the big advertising businesses of the country and have not found one of any large size, any long existence, or any great success but at the head of it and responsible for that success was to be found a Godly man. He might be a Protestant, a Jew, or a Catholic, but he was religious. And this interest of mine has been actively engaged in finding out for the past eleven years. Indeed, how could it be otherwise, seeing that an all-wise Providence created the world, and is helping us apply the principles and the instruments of human progress?

Recently I became particularly interested in the purchasing agent—because the purchasing agent is that authority whom the advertiser always wants to reach and impress in order that sales may result. It was no surprise, but it was a matter of deep interest to find that big corporations do not go to the Great White Ways, the Peacock Alleys, the cabarets and card tables to get their men, but went to the church and Sunday-school to find a trustworthiness which could be depended on to spend



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millions faithfully. I haven't found a purchasing agent in any of the large corporations who is not a church and Sunday-school man.

In Chicago, the purchasing agent of the International Harvester Company and I not long ago became deeply engrossed through our mutual interests in church and Sunday-school. Mr. Utley, formerly in charge of all purchasing for that company, and now vice-president, had a kindred interest. In Pittsburgh, Mr. Kober does not allow his business activity as purchasing agent for the H. J. Heinz Company to detract from his activity in church and Sunday-school where he leads a large class. Then there are Mr. Miller, purchasing agent of the U. S. Steel Corporation; Mr. Porcher, purchasing agent of the Pennsylvania Railroad; Mr. Holton, purchasing agent of the Bethlehem Steel Corporation; Mr. Pearson and Mr. Hubbs, respectively, purchasing agent and assistant purchasing agent of the United Gas Improvement Company.

There is an outstanding question in my mind in this connection. Why is it that advertising men do not appeal to this side of the human animal? They appeal to his pride, his prejudice, his parsimony, and all other things that pertain to a man's emotions and his soul. Why don't they make appeal to his religion? Nor is this an idle question. Indeed, when the idea originally occurred to me, I applied it in our business and, so far as I know, was the only man who had the hardihood, unless you wish to call it foresight, to make that appeal. Result: I got my goods to market without a single agency or a single salesman. I simply wrote publication advertisements, got down where people live and, consequently, where people read they got to know me—I got the business.

There is a kinship of interest deeper than the commercial among men of religious inclination. As a fundamental principle in salesmanship, it is recognized that before a sale can be accomplished there must be a meeting of minds. These minds meeting on one topic of mutual interest develop other topics similarly interesting, ultimately confidence, and finally sales. The religious man is favorably inclined toward other religious men. And while, of course, religion at no time should become a market place for business transactions, as a business basis it is not only legitimate but desirable.

## VI

### ADVERTISING AGENCY RESPONSIBILITIES

*Advertising is making merchandise distribution a buying rather than a selling operation—Need for developing new uses for advertising—Importance of scientific methods in space buying—Closer international kinship forecasts more international advertising.*

#### THE TASK OF THE ADVERTISING AGENCY

BY JOHN BENSON

*President, American Association of Advertising Agencies*

**S**LOWLY but inevitably advertising is effecting a great change in the distribution of merchandise. It is making of it a buying operation rather than a selling operation. The economies that it will effect may be realized when you consider that half the retail price is selling cost. It costs as much to sell as it costs to make. What a waste of effort! To reduce that waste 50 or 75 per cent. would increase the material wealth of the nation accordingly, and give to the dollar that much more purchasing power.

And it is making people live more intelligently. It is teaching them to use their own judgment in the purchase of goods; to know what they want, and insist upon getting it. They are learning through advertising what is sound value and what is a fair price and what is adequate service. Their ideas of living are improved. They understand better how to care for their health, how to build permanent homes, how to furnish them attractively, how to dress both for comfort and appearance, even how to brush their teeth. This is making better citizens and a fuller life.

I recount these commonplace values of advertising in order to point out the importance of the advertising agency business.



It is in charge of the great bulk of national advertising; in a position to influence it for better or for worse. We agents have our hands on the nerve centers of a vital circulation, of which advertising is the heart beat. That is a great responsibility. How can we discharge it?

To advertising we owe an all-embracing obligation. We must make it live, and to do that we must make it pay. Unless advertising continues to be an efficient arm of commerce it will cease. It is our duty to make every advertising appropriation which comes into our hands a profitable investment to the advertiser, and it is our duty to make and keep advertising channels resultful. The one really depends upon the other. We cannot serve our clients without at the same time benefiting the publisher. In making advertising pay we are safeguarding the publisher's market for white space. We do not serve two masters; we serve the common interest of two masters in reducing the hazard of advertising.

How can we build up popular confidence in advertising? By promoting only that which is meritorious, and by keeping copy true and sincere.

There is a new and subtle form of plausibility creeping into advertising, especially of foods and of toilet preparations, for which advertising agents are responsible. Tooth paste, soap, face creams, are familiar examples of a tendency to build advertising argument around pseudo science. This method unquestionably is effective for a while in gaining public confidence, but in the end it reacts and advertising suffers. It is bad because it is a desecration. Science is the domain of truth; the very essence of it. To misuse it in advertising is especially to be avoided.

The Four A's has appointed a committee on unfair copy to deal with this danger and coöperate with publishers in censoring and eliminating it.

There is still a feeling on the part of many people that advertising, however honest, is more plausible than true. This feeling we agents should strive to improve. We should strive to make all classes of people depend to a much greater extent upon advertising; look to it for information; use it as a buying guide. That would serve to reduce both advertising and selling cost. The more people know about merchandise, the

more readily they buy it to suit their needs. They thus take the initiative. That would take a big load from selling effort.

Another important task for advertising agents is to get the coöperation of distributors in support of advertising. If there is friction or resistance there, the cost of advertising goes up; it takes more volume and impulse to accomplish a given end. In this respect many mistakes have been made, both by the successful and the unsuccessful advertiser.

As a counselor of the advertiser, the agent has a responsibility in securing fair play for the jobber and the dealer. Advertised goods do not require the margins necessary to sell the unbranded; but they should be large enough to take care of overhead and a reasonable profit. The mistake is sometimes made of squeezing the dealer after a popular demand has been created and he cannot avoid carrying the goods. That is short-sighted. No policy is sound which does not pay for service rendered. If the dealer and jobber do nothing else but serve as a convenience, they should be compensated adequately for that.

The agent should also insist upon the advertiser's carrying out his promise to the trade, in respect to advertising. If the distributor stocks merchandise on the strength of future advertising that pledge should be redeemed to the letter. Failure to do so undermines dealer coöperation for everybody else. It is an offense against advertising.

The agency must give so much more than a copy and art service and the purchase of advertising space. The things it is called upon to do in these days are as varied as business itself. It is not uncommon to assist a client in the corporate organization of his business, in his financing of it, in the selection and building up of his personnel, in the guiding and coaching of his salesmen.

After all, the greatest value we bring to our client is a competent outside point of view, the ability to see in his business opportunities which he cannot see for himself, to develop new channels for profit, to sense new forms of appeal.

We agents have to be a storehouse of information on everything which pertains to selling or advertising. The other day we were told in New York by one of the Federal Trade Commissioners that we ought to be familiar with the 450 rulings made by the Commission covering unfair practice in advertising



or by advertisers, a very large subject in itself, and certainly important to know when advising a client as to what he can do and what he cannot do.

In our own narrow field of technique the problems are becoming more acute. The very advance we have made in it is making new problems. Take copy and display, for instance. A few years ago it was relatively easy to make an advertisement stand out as a piece of effective display. The advertisements all around it were so mediocre. Now look at a newspaper or magazine page. Good-looking advertisements are not uncommon. It takes ingenuity and resourcefulness to keep a step ahead of the profession to make an advertisement stand out in idea and execution.

The copy problem is equally acute. With so large a volume of advertising competing for the reader's attention, it is necessary in headlines and copy more than to appeal to the reader's self-interest in a clear and logical manner; the appeal must also be original and incisive. It must make a dent in the public mind, get itself remembered, talked about. At the same time the literary quality of advertising copy must be kept at the high level it has reached. Authorities admit that the best examples of modern, vigorous English are to be found in the advertising pages of newspapers and magazines.

In the decade that is before us, it may require more skill to keep revenue flowing into the publisher's cash box; advertising will have a more exacting task. It will have to do its share toward lessening the high cost of selling and the high cost of living. Every dollar of expenditure will be scrutinized by the advertiser. Competition will be keener; profits may be less, should we enter upon a long swing period of lowering prices, interest rate, and wages.

And there will be economic tendencies unfavorable to volume. Such, for instance, as the concentration going on in many lines. This eliminates competition and reduces the number of advertisers. How far and how fast this tendency is going on can be judged from the fact that in the automotive field six makers now produce 86 per cent. of all the cars, and ten makers produce 90 per cent. of all the trucks.

We agents must find new fields for advertising; must analyze and uncover advertising possibilities not yet being exploited.

To do so we must attract into the agency business high-caliber men in every trade center, men of commercial vision and constructive ability.

No fee or retainer system could sustain the necessary equipment of the agency. The conditions of our business are against it. They demand more service in the development of an account than the new advertiser is willing or able to pay for, and the agent's compensation is recovered in future commissions on increased volume. He often does his best work at the start in successfully launching and building up the advertiser. At first results are meager; distribution imperfect; the client's own organization has not yet got into a coöperative stride. It takes months and sometimes years to get to a point where the advertiser feels sure of a profitable return. If the agent did not have a reasonable hope of steady and adequate income in future, what incentive would he have to spend more than he collects in the development of an account?

The only possible way to build up appropriation is with results. That is an unceasing challenge to the agent. He bends every effort and exhausts every resource to get results. His compensation automatically depends upon it. The moment he over-spends for his client he decreases results and blocks his own future.

What more perfectly adjustable system could be devised for the economic progress of advertising? The great bulk of advertisers and publishers are for it. In spite of the abuses to which every human institution is heir, that system will never be abandoned until advertising no longer needs development, and becomes so standardized in method that all advertisers can conduct campaigns by themselves.

Then the agent will act purely as an adviser; will need little or no organization; can afford to work for a fee. To-day he operates campaigns, including research, production, advice and execution. That requires a complex organization of varied ability, high priced, and to be maintained whether a client uses all of it or not. So costly is this overhead that despite larger appropriations and a commission raised from 13 to 15 per cent. our best agents are earning a net of only 1, 2, and 3 per cent.

I am bringing up the question of agency commission on this



occasion because of its vital importance to the welfare of advertising, in Great Britain as well as here. In this country it has worked a miracle of practical accomplishment. There would never have been the volume or efficiency of advertising, or anything approaching it, without the commission system of agency compensation.

This meeting of American and British advertising agents is one of those quiet, unassuming events, not uncommon in history, which give no outward sign of their real significance. I feel very strongly that from it important issues will arise. Any coöperative meeting between two great English-speaking nations is a good omen for a safer, saner, and better world; and any mutual contact between the age-old and world-wide trade intelligence of Great Britain and the resources and advertising development of this country is certain to be productive of prosperity for both.

The English-speaking peoples have a great task to do in rebuilding welfare and faith and peace among the nations which are still bitter and distracted from the effects of the great war. It will not be a diplomatic undertaking. It will be a trade undertaking. And advertising will play a great rôle. It will do for backward nations the things it has done for America, in raising the standard of living, in quickening the flow of wealth among all classes, in reducing or eliminating petty dicker and sharp practice. It will bind the world closer together, become a world-wide deterrent to future war.

#### BUYING SPACE SCIENTIFICALLY

BY PAUL T. CHERINGTON  
*J. Walter Thompson Company, New York*

OPINION and hunch are going out of style as bases for business policy. One of the most striking developments in the past fifteen years of American business has been the interest with which business men have collected facts and established thereon soundly reasoned conclusions.

While the country was growing with great rapidity, it was possible to go far and often to operate profitably on false premises, but with the approach to economic maturity and with the sharpening of competition, success has been attained more often

by the man with real knowledge of facts and ability to reason from them than by the man who depended on mere opinions alone.

One factor which has made difficult, while at the same time it has made more urgent, the development of facts as the basis for marketing operations in this country, is the immense scale on which American marketing is obliged to operate. There is no other area in the world occupied by a hundred million people with relatively high purchasing power, tied together by language, commercial customs, a single financial system and facilities for transportation and communication, and without internal tariff barriers or other burdensome, artificial hindrances to trade. It is in this field that American advertising has been called on to operate.

American advertising agencies in their early years could buy and sell advertising space, or could handle it on a brokerage basis without more than a rudimentary knowledge of the materials with which they were dealing; but by degrees it became clear that adequate returns to the advertiser depended on facts which it was the business of the agency to know about; media about the quantity of space which could be used profitably, about the character of advertising messages, and about the place of advertising in the plans of the advertiser.

According to a recent compilation there are over 1,800 daily morning papers published in this country, over 600 daily evening papers, nearly 23,000 other newspapers, 150 magazines, over 2,300 business papers, 29 women's papers of national scope, over 860 religious, 570 agricultural papers, and a host of others. With such an array as this, how is an agency to choose wisely without solid facts as a basis for action? The progress made in the quantitative measurement of circulations by inflexible scientific standards has been one of the most valuable and most creditable achievements of the American advertising business. Other phases of the work of space buying are now in process of being worked out by some of the more progressive agencies, and a few years ought to show real progress in the availability of facts about the quality of what the buyer of space gets for his money as well as its quantity.

Similarly, the use made of space is showing the effects of the application of scientific methods. A comparison of the adver-



tising messages and the forms of their presentation in almost any American publication compared with most of those in the publications of a few years ago shows not only great advance in artistic standards, but even more a fuller understanding of the principles which underlie the construction and presentation of advertising messages for the accomplishment of specific ends in the way of human action.

Not less important than the progress made in either the media field or the field of the advertising message is that which characterizes the fitting of advertising activities into marketing tasks. Without crossing over from the true limits of advertising into the realm of sales management or general policy control, it is increasingly evident each year that the advertising agency, by virtue of its contacts with American marketing problems, often is in a position to give its clients trustworthy advice and suggestions for the best use of advertising, not based on mere opinions, but in the form of conclusions reasoned from wisely chosen and firmly established facts.

The American Association of Advertising Agencies has done much to further the development of exact standards in the conduct of agency work. For example, the Committee on Agency Blanks and Forms has made a detailed study of some of the common transactions among clients, agents, and publishers, and has worked out standard forms to be used in these connections designed to save effort and needless expense, to minimize friction and misunderstanding, and to standardize contractual relations. The standard order blank and standard rate card devised by this committee are now in general use and have introduced into these relations a degree of certainty which they did not formerly possess.

#### THE AGENCY'S INTERNATIONAL SCOPE

BY FRANK A. ARNOLD

*Secretary, Frank Seaman, Inc., New York*

MORE and more the world's market place is contracting; not that the geographical area is becoming less, but that modern methods of communication and travel have practically annihilated time and space.

This is one of the most conspicuous by-products of the great world war. Without question, the commercial and trading interests of the entire world have been advanced many years by the tremendous events which, for the time being, brought much of the civilized world into active and coöperative association.

The tremendous development of advertising is an important factor in the promotion of trade. Assuming proportions where in a world-wide total the figures are counted in billions, we have a factor not to be under-estimated either in importance or in its direct relations to the development of the international trade of the world.

What is true of the United States has, in some measure, been true of the other countries of the world, although the pre-war problems of our European neighbors were somewhat different from those which confronted us in the United States. England for many years has been making use of advertising in the United Kingdom and the British Colonies. This corresponded, in a large measure, to the development of advertising from one section of the United States to a point where it covered all of the states. The same principle applied largely in operation to the other great trading divisions of the world's market—the Near East, Far East, Central Europe, South America, etc.

Inasmuch as advertising naturally follows trade wherever it goes, I venture to predict that we are at the present moment standing at the opening of an advertising opportunity which, within the next decade, will develop into something bigger and more important than even the most optimistic has dreamed of.

At the present time the two countries most nearly approaching this international advertising idea are Great Britain and the United States. The advertising agents who are from London know that more than one enterprising agency in your city is placing its clients' advertising not only in the United Kingdom and the British Colonies, but also in the United States and elsewhere in the world.

In fact, London has been doing this for more than a quarter of a century and has demonstrated the entire feasibility of using advertising as an adjunct in the development of foreign trade. The United States has recognized this field more recently, particularly from the standpoint of the advertising agency. To be



real frank with you, the advertising agencies of the United States have been so completely and entirely busy in attending to the increasing demands of their clients in the domestic field as to have little time or opportunity for equipping themselves for the preparation and placement of advertising in foreign countries. The advertising agency of the present day that is founded on the principle of giving its clients as full and complete service as can be obtained, has already sensed the growing importance of being able to furnish counsel as well as copy for any of its clients who desire to combine advertising with merchandising in foreign countries.

In order to develop fully the international scope of the advertising agency, the need is becoming more clearly defined of building into the domestic agency organization a foreign or export department which shall function in its relation to the agency and to the client, in matters of service, in much the same way as the merchandising and other departments of a domestic agency function in their relation to the domestic field.

America, in response to the demands of her manufacturers for additional fields, and Great Britain, in response to the necessity for again regaining such markets of the world as were temporarily lost on account of the war, are beginning to recognize, as never before, the possibilities of advertising if used in the same constructive way as has proved profitable in the development of the domestic field. More and more manufacturers in this and other countries are thinking of their sales and promotion advertising in terms of the entire world. No longer are appropriations voiced in terms of any one locality. Increasingly we are told of reorganizations in huge business enterprises which have brought together under one sales or advertising direction the entire merchandising activities of the company. More and more, there is an indication toward reaching out into new fields for sales development and less and less do we hear of boundary lines as deterrent factors in trade among nations.

In these days of rapid change, where not only the policy of the world but its geography is hardly stable, from one month to another, and where the fluctuations of exchange at times resemble a panic in Wall Street, one must be careful in reflecting to any extreme the optimistic note. I maintain, however, that even in these days—the like of which the eye of man has

never seen before—one may have vision without necessarily being visionary in his utterances.

The world merchant without vision is an impossibility. No such contradiction exists or ever has existed. The pioneers of foreign trade in this country, who sailed from the Port of Boston in their frail schooners through the West Indies and return, had vision or they never would have attempted the first trip. Any student of advertising who has taken the trouble to acquaint himself with the economic conditions confronting the world or has studied, even superficially, the law of supply and demand, will agree with me that it involves only a reasonable amount of optimism to state, with some authority, that we are to-day dealing internationally and advertising internationally more completely with the world as our market place than at any time within the record of history. I do not think it involves too great a stretch of imagination to anticipate that a few years hence the advertising of British products in America will be as frequent and natural as the advertising of American products in Great Britain; and that the goods manufactured in China and Japan or elsewhere in the Far East will find an interchange of market and advertising promotion within each other's borders.

Ultimately operating under one general policy of sales with which advertising is helpfully and sympathetically working, we shall witness a situation where the advertising agency will be called upon the next morning to furnish its client with estimates and copy plans for a well-defined, carefully prepared, and carefully executed schedule of "international advertising."



## VII

### HOW PUBLIC UTILITIES UTILIZE ADVERTISING

*Customer ownership, developed through advertising, has brought public utilities to a new status in the public mind—Utility advertising should tell a non-technical story—Arousing confidence in place of misunderstanding—Importance of advertising in extending the favorable influence of good service—Utilities field offers new opportunities for advertising appeal.*

#### CUSTOMER OWNERSHIP ADVERTISING

BY WILLIAM H. HODGE

*Manager, Advertising and Publicity Department, Bylesby Engineering and Management Corporation, Chicago*

**T**O-DAY it is probable that not far from two million Americans, including both stock and bond holders, have a direct financial interest in one or more of their utility companies. It is believed that at least 350,000 citizens will be added to this number as stockholders during the present year.

In the electric light and power industry it is estimated that \$175,000,000 was raised for construction purposes by customer ownership financing in 1922 and that the figure for 1923 will reach \$250,000,000. One prominent group of electric and gas companies has obtained 40 per cent. of new construction capital by customer ownership financing during the past eight years. Several large utility companies now have more than 50,000 shareholders each. The telephone industry is said to enjoy a shareholders' list aggregating upward of half a million. During the present year it is thought that from \$300,000,000 to \$400,000,000 will be realized by the entire group of utility industries from customer ownership financing. For each dollar of equity or junior financing accomplished it is possible ordinarily to raise two dollars by bond, or major financing. Equity financing is the key.

## PUBLIC UTILITIES

The need for securing this financial and moral support of the public came about naturally. Monopolies, though necessary, made utilities unpopular. Radicals advocated municipal or state ownership and operation. State and city regulation came about as an alternative to this departure from American standards. Regulation tempered hostility but by no means eliminated the hazards of political attack. The problem of public relations became, or rather always has been, problem number one in the public-utility business.

But if one out of every ten or twelve families in a community owns stock in a utility company serving them it is pretty safe to say that the company will not be unfairly treated by governmental bodies. A percentage of the population always holds the balance of voting power in electing men to public office. No politician can successfully antagonize a considerable number of voters, in every walk of life, who have hard-earned money invested and look forward to receiving substantial cash dividends every three months. If a utility becomes arrogant and hoggish, its customer shareholders will not save it from being properly penalized. It is bound to pay for its foolishness, but for the utility that plays the game squarely, its home shareholders are a perfect defence against unfair attacks.

The idea in public-utility operation is workable only if a utility organization is willing to be really democratic in spirit and principle; to be of the people and whole-heartedly devoted to rendering good public service, at reasonable prices, to the largest possible number of individuals. Customer ownership is a haven that works within an organization as well as outside. It is socialistic from industrial and sociological standpoints; the very opposite of socialism politically.

Advertising is inseparable from the development of customer ownership as it has been described. The first thing customer ownership tries to do is to reach and interest the people; not the capitalist and the investor of considerable sums, but the workers, the earners of salaries and wages, the small merchant, the professional classes, the retired person of modest means; in brief, the great majority.

Shares of stock usually come in \$100 denominations and pay the investor from 7 per cent. to 8 per cent. annually. To make it convenient for citizens to invest, it is customary to offer a



partial-payment, or monthly investment plan. Usually the payments are at the rate of five dollars a share a month. A considerable proportion of the new shareholders are acquired by the partial-payment plan; possibly about one third.

The average sale to customer shareholders, considering both cash and partial-payment transactions, is about seven shares, or \$700. This is far less than the average sale of an investment banking house dealing in investment securities.

Customer ownership advertising has greatly increased the amount spent annually for advertising by many companies. To illustrate, the following classified expenditures of a considerable group of utility properties which made gross sales of \$10,600,000, par value, of stock in 1922, are given. These properties, which are widely scattered and serve something like 2,250,000 people, spent last year about \$230,000 in all kinds of advertising (not including booklets and similar literature).

For newspaper space:

Securities (customer ownership).....	\$87,730	
Commercial (service and appliances).....	71,619	
Good-Will Building.....	18,528	
Regarding changes in rates.....	2,422	\$180,299

For other kinds of advertising:

Direct mail (securities).....	\$40,101	
Direct mail (commercial).....	2,565	
Painted Bulletin Boards and Posters.....	6,100	
Window Display.....	1,050	
Moving Pictures.....	350	
Street Cars.....	150	50,316
		<hr/> \$230,615

Of this total the following was on account of customer ownership expenditures:

Newspaper Space.....	\$87,730	
Direct Mail.....	40,101	
Painted Bulletin Boards and Posters.....	6,100	
Window Display.....	500	\$134,431

The advertising expenditures of the group of companies in question were something greater than six tenths of one per cent. of the annual gross earnings. This percentage may seem small

when compared with the amounts spent for advertising merchandise, but in reality it is not, because the basis of capital turnover is not the same. If these utilities turned their capital five times a year, instead of once in five years, clearing a profit each time, a fair comparison of the advertising percentage could be made. Multiply six tenths of one per cent. by five and you have 3 per cent. or the figure which might possibly be used for comparison with the advertising percentages of mercantile and manufacturing enterprises.

Regardless of what selling method is employed and how it is supported in the way of personal salesmen, advertising is always deemed necessary. Communications are mailed to every customer of the company, descriptive booklets and circulars are issued, and usually a newspaper campaign is conducted before and during the selling effort.

At the start customer ownership copy was statistical and formal, not much different from the trend of conservative financial advertising familiar in the metropolitan newspapers. Before long, however, we realized that we were talking to men and women who knew nothing of financial terms, and who were altogether ignorant of the first principles of investment. Our job was to reach the little fellow and to obtain a large number of small investments. The Liberty Loans accomplished much along educational lines that eventually helped customer ownership financing, but before 1917 the vast majority of people knew nothing whatever regarding investments beyond savings banks, real estate and farm mortgages, and building and loan associations. However, many had the memory of bitter experience with wildcat and ill-fated promotions.

So customer ownership advertising soon aimed at the following objects: to sell the company rather than the security issued; sell the idea of what the investor receives; sell the thrift idea and partial payment investing; sell the advantages of investing at home; sell the principles of safety and dependable return; sell the fundamentals of utility operation and financing; and sell the thought of making inquiry of the company. Productive customer ownership advertising revolves around these seven points. They cover a great deal of ground and the possibilities for constructive copy are inexhaustible.

Here are comparative results of formal financial advertising



announcements and effective customer ownership advertisements, the kind of copy that was used to launch customer ownership in 1914 and the kind used in 1919. In 1914 formal advertising in conjunction with direct-mail produced about 200 inquiries leading to the sale of something like \$200,000 of stock over a period of six months in a city of about 400,000. Five years later, in a city of 250,000, copy that did not contain a single numeral, price, yield, or dollar mark (with direct-mail announcements equally vague) produced over 2,000 inquiries in thirty days, the immediate sale of more stock than it required six months to dispose of in the larger city, and, later on, much larger amounts.

Photographs, drawings, maps, charts, all are useful at different times in customer ownership copy. Simple diction, sincerity, frankness, and the presentation of definite facts and truths—these make this kind of advertising interesting and compelling.

When you invite the people to become profit-sharing partners, and do it skilfully, you spoil the ammunition of the radical. He still has his gun but somebody else has used his explosives. Everyone finds out that the public expects a service corporation to make reasonable profits, and is perfectly satisfied if these profits are not too great, or the rates considered too high or the service seriously defective. Modest 7 per cent. dividends do not look like the fruits of robbing the people. The man on the street being asked to view the company from an investment standpoint sees it in quite a different light and fails to find anything alarming.

At the same time the old prejudices and common traditional illusions about the utilities are not to be ignored. Customer ownership advertising requires wise, tactful handling, a fairly good insight of the public mind, and a thorough knowledge of public utilities. Close-hand familiarity with the business itself is all-important. Knowledge of the business must be broad and comprehensive.

Peculiarly stimulating to the advertising man is the constructive and conserving character of customer ownership advertising. He helps to build, not only a prosperous future for the utility company; to bring about community and industrial growth; to extend the economies and conveniences of utility services to many people; but he also helps to build the foundations of financial independence for large numbers of individuals.

The partial or monthly payment plan of investing appeals to

many when properly advertised. Through this gateway come the wage earners whom the utilities are particularly anxious to have as shareholders. They are obtained by advertising, preaching thrift, pointing out the necessity of accumulating against the time when their earning power is gone, explaining the earning power of soundly invested money and the results of systematic saving and the reinvestments of dividends.

Thrift and savings advertising can be made to have a fascinating human-interest appeal. The financial future of a person embraces most of that which is closest to him. In this one branch of customer ownership advertising alone is a wealth of suggestion leading to the preparation of advertising matter which the normal man, woman, boy, and girl can scarcely resist reading.

Customer ownership advertising has brought out of non-productive idleness a great deal of money, hidden under carpets, in old tin cans, and buried in back yards. There are instances that seem without number which could be cited. As much as \$7,000 in small denomination bank notes has been carried into a utility company's office and invested in the company's stock by an individual who trusted not banks, lawyers, courts, or U. S. government bonds. Many believe that customer ownership advertising has put more hoarded gold and greenbacks into useful investment than any other corporate or financial publicity of recent years.

Advertising that keeps the people's money intact; that puts it to work providing additional public services needed for community and industrial expansion and for the comfort and economy of families; that causes people to learn how to save and wisely invest, and that makes it possible to distribute dividends at home among those of small means, is, I am sure, a kind of advertising that we can point to and say that its influence is altogether good.

#### PUBLIC UTILITIES PUBLICITY SHOULD BE INFORMATIVE

BY FRANCIS H. SISSON

*Vice-President, Guaranty Trust Company of New York*

POLITICS, rather than economics, is often the deciding factor in the solution of the problem of public utilities, so that it has



become necessary for public utility companies to consider this angle of public relations as it bears upon their operations quite as carefully and intelligently as their merely mechanical, financial, or legal problems.

The ever-increasing tendency toward regulation of business activities in a democracy has made it particularly imperative for those businesses immediately concerned in the public service to give careful heed to public sentiment and its expressions, so the conclusion is inevitable that sound publicity advice is as essential to the successful operation of public utilities as competent engineering or financial direction.

One of the most interesting and important developments of advertising has been the growth of its informative, educational, and institutional phases during recent years. Advertising first established its place as an economic factor as a sales aid, but as understanding and use of it have increased, its capacities for service in other fields have developed until to-day we find it employed in many forms of service hitherto unthought of. The usefulness in the sale of ideas, as well as commodities, has been proven in many ways.

A tremendous stimulus to this development was furnished by the war and the necessity it created for a broad public understanding of national duty and opportunity which that crucial situation presented. From that experience we have emerged with a new realization of the power of the printed and spoken word in the sale of ideas, and with the increasing belief that the issues of peace may be brought home to our people as convincingly as the issues of war through the intelligent use of this great force.

In the broad problems of public relations which arise in a democracy, advertising can be employed with great power to serve useful ends. In spite of the fact that its powers are in many respects limited by the limitations of human nature, and that it is difficult to make of it an exact science, constant progress has been made toward its more scientific use. In many of the complicated relations of modern society its utility has already been clearly established. Many problems of public regulation and legislation furnish an opportunity for advertising service, as is bound to become increasingly apparent.

Consider for a moment what we may expect in default of

proper public understanding of the vital economic questions pending before this nation to-day. Recall how near we came to authorizing by popular vote a debased currency during the free silver campaign; how long we temporized with our critical banking problem; how foolishly we have hampered and shackled our large industrial institutions in their legitimate expansion and beneficial economic functions; how we have over-regulated and strangled our railroads; how we have blundered in our taxation.

All these and many more similar situations demand the light of fact and reason to dispel the shadows they cast upon us. The inevitable harvest of ignorance is industrial and social disaster. Public sentiment must be informed and guided if it is to find expression in proper action.

There lie before advertising and advertising men not only the opportunity for service and profit, but the clear call of duty. There rests upon our business and industrial leaders the distinct responsibility to state and explain the facts and principles upon which national business progress must be built, through the printed and the spoken word, so clearly that he who runs may read, and that oft-quoted "man in the street" may understand.

That day has long passed, if indeed it ever existed, when advertising, under proper conditions, can be considered as an experiment or a speculation. It has long since become a demonstrated economic factor as a business builder and a clearly proved educational force. That it may not always, in all hands, operate with 100 per-cent. efficiency is no more a proof of its failure than an unsuccessful operation on the human body by a horse doctor would be a proof of the failure of surgery. Its call is for skilled men, broad men, who have thoroughly mastered the tools with which they must work, whose sense of public psychology is sure and true and whose vision of national opportunity is as broad as the world.

Fortunately for the country, we find the present position of our public utilities generally satisfactory, marking a great improvement over recent years. Earnings in 1922 were notably better than in 1921 and earnings for the first quarter of this year have been, for the most part, running well ahead of the first quarter of 1922. It is fair to state, however, that from this point forward the outlook is more uncertain. If prices generally are to turn downward or are to stabilize, at or near present



levels, earnings will continue, in the main, satisfactory. If, as seems possible, prices and operating costs are to rise further, public-utility earnings may decline, while it is possible that rates may be advanced somewhat in response to increasing costs; but rates usually follow costs upward laggardly, rather than lead them. From that viewpoint, it seems likely that the prices of public-utility securities may have passed their peaks on the present movement, and that the market of the past year cannot be accepted as an average market, nor conclusions based thereon. Some of the unfavorable factors bearing on the near outlook of these companies are:

1. Present margins of profit, although actual, are not wide. They may be easily disturbed by increases in any one of the traction cost factors.

2. The general trend of labor, equipment, and repair costs is upward.

3. The problem of getting higher rates is a difficult one. Action by the public-service commissions or other regulatory bodies is rarely satisfactory, either in granting quick relief or as to the amount of rate increase allowed.

4. Traction companies are meeting increasing competition from the family automobile, the jitney, taxi, and bus lines, especially in suburban traffic.

A quickened realization of their dependence upon and responsibility to public sentiment by the managers of public-utility corporations on the one hand, and an increasing appreciation by the public of the importance of protecting private capital engaged in these enterprises on the other, have brought about an improved situation in this field during the past few years, but there is still a large distance to go before the situation is an entirely fair or happy one. In the development of that much-to-be-desired situation, the well-equipped advertising and publicity man can be of great service to both parties. And a frank statement of the essential facts regarding utilities and its repeated presentation through all the publicity mediums available is the first and obvious remedy of the situation, but going even further than that, an interpretation of the currents of political thought must be made and the constituent elements of public sentiment must constantly be studied, if the public-utility corporation is to be rightly guided.

### SELLING THE PUBLIC UNDERSTANDING

BY J. C. MCQUISTON

*Advertising Manager, Westinghouse Electric and Manufacturing Company, East Pittsburgh, Pa.*

It is not merchandise that a public utility has to sell. It is understanding. Some call it good-will. It is sometimes termed institutional. But by whatever name it may be described, its whole purpose is a better understanding of the purposes of the general utility.

The utility may not seem to have anything to sell. Current, water, or rides on an electric car are not like merchandise sold across the counter. The people do not have to be encouraged to use the service. They just naturally use it. But, using it, do they recognize in its service what is back of it? Do they realize that it is a community builder? Just as the schoolhouse, the church, the town hall, the fire department, and the police department are builders of better community life, so the electric light company, the traction company, the water company are builders of better community life.

People can be made to realize that wherever the rails of the car line run there is an extension of convenience that increases values, not only in real estate and in general business, but also in the real value of each individual life in the community.

Cities expand because of the expansion of the public utilities which bring to the people light, heat, water, and transportation service. And there is more real service delivered per dollar by such public-service enterprise than by any other individual or organized force.

But the public does not know this. And because it does not know it, is oftentimes critical of the very organizations that do the most for it.

The foregoing indicates why the public utilities should advertise. There is so much to tell the public about the service of the utility. Each message should carry one specific thought, and the messages should be continuous; not spasmodic. If a utility company uses paid space in the newspapers only when agitation is on foot for a new franchise, or when rates must be advanced, or when for some other reason that which smacks of a



favor must be asked of the public, then quite naturally the public becomes suspicious. Carry your message to the public continuously with a definiteness of purpose. Constant pounding wears away any obstacle in time. The obstacle we have to work on is the lack of knowledge in the public mind of our problems; yes, in some cases even a more serious and antagonistic attitude which has been constructed and fostered by politicians and others to whom such an attitude means personal gain. The time in which we can break down this obstacle then depends not only on the strength of our efforts, but also on the perseverance and continuity of the application of that effort.

There are hundreds of opportunities for free publicity in your newspapers. The reporters will find them sometimes. A much better practice, however, is to establish your own department to place this information in the hands of the reporters in convenient form and correct statement. In the case of any troubles with your service such an entrée gives you always an opportunity to tell your story first instead of correcting a misstatement. But in any case, back up this free publicity, this news service, with real advertising which tells your story; not the story of troubles and tribulations, but the story of public service, of community-building power. An educated public will understand our problems and will no longer be fertile soil for seeds of mistrust and doubt. But remember that actions speak even louder than words; we must make our advertising unassailable, and back it up by the goods delivered in full measure.

What is the public's opinion of public utilities? In fact, what is the mass opinion of anything that looms up so gigantic in its scope and operations? It is desirable for one to have cash, but it is unpopular to be a capitalist. Unfortunately capital suggests monopoly, and unfortunately again there is a natural distrust of anything that appears to be monopolistic.

The public does not recognize that there may be good monopolies and bad monopolies, that big business may be good, and that big business may be bad. Generally speaking, big business is honorable, not only because of its desire to do business lawfully, but also because it is subjected to great scrutiny on account of its very bigness. Take your own city and answer me, would you prefer a dozen competitive telephone companies,

or one single telephone service connecting with all the telephone users in the community? You can plainly see from the stand-points of service and of economy, that monopoly makes the service both more satisfactory and more economical.

#### INTERESTING THE PUBLIC-UTILITIES CUSTOMER

BY W. S. VIVIAN

*Middle West Utilities Company, Chicago*

PUBLIC utilities owe it to their future to get their customers interested in their business, and the way to do this is to make the business interesting to the customers.

As Mr. Martin J. Insull has said:

The public has a far greater interest in the utilities than that of whether they pay a little more or less per kilowatt hour for electric energy, per cubic foot of gas, per gallon of water, per street car ride, per telephone call, or per hundred pounds of freight carried by the railroads. Their greatest interest is that the utilities may continue to develop and expand so that they can meet all the demands for service that the public may make upon them.

This is absolutely necessary for the success of the public in business and for comfort in home and social life.

The public's greatest interest is best served when it can be sure of being able to get all the kilowatt hours of electric energy, cubic feet of gas, gallons of water, street car rides, telephone calls, and freight movements that it requires.

The utilities have had such a demand for services from their customers, which includes all the public, that they now have an investment of between \$37,000,000,000 and \$38,000,000,000. The largest of the utilities is, of course, the steam railroads, with an investment of upward of \$21,000,000,000. Then comes the light and power industry, with an investment of \$5,100,000,000. Then the gas industry, with \$4,000,000,000 invested; and the telephone industry with an investment of upward of \$2,000,000,000.

It is comparatively easy to read those figures, but, gentlemen, do you ever stop to think that if you should compute the elapsed minutes from this minute back through the years and centuries to the birth of Christ, you would find that only approximately one billion minutes have elapsed? In other words, figuratively speaking, money has been invested in the utility



business at the rate of thirty-seven dollars a minute for the past nineteen hundred and twenty-three years.

If we are to pay capital its proper wage, we must have rates in these thousands of communities we serve that will enable us to pay dividends and interest charges after all other fixed charges and expenses have been met.

If we are to get the rates that will enable us to accomplish this result—then the public we serve—our customers—must know us so well and so favorably that we will have their good-will and confidence.

A company is simply a reflection of the individuals which comprise its board of directors, officers, department heads, and employees. As a man is known by the company he keeps, so a company is known by the employees it keeps.

If the personnel from the top to the bottom of an organization is blessed with unfailing courtesy in dealing with the public or with each other; if the employees display knowledge, interest, truth, and tact in the treatment of the problems submitted, regardless of how important or how trivial; if they are painstaking, careful, and prompt in fulfilling promises; and if with it all they manifest the real spirit of service in all their dealings, that of kindness and helpfulness, the company is bound to have a good reputation and many friends. It is bound to have the confidence and the good-will of both customers and the general public. We must get the individual employee to visualize the business as a whole. If you please, we must direct his imagination along correct lines.

If the employees of any utility will use their efforts and their thought along right lines, they can absolutely control the sentiment in that community so that it will be favorable to their company. This means that they must have vision, and if they have more vision, they will require less supervision.

Those within our organizations need to be told the story of their particular industry, its history, romance, science, and its great importance to the community. Each one of our employees needs to be brought to a realization of the fact that when they converse with any one about the business they represent the company to that individual.

Our employees need to be assisted and encouraged along a number of lines, such as being provided with helpful reading,

not necessarily all technical or all about the industry, but books they will find helpful in giving a larger outlook on life. It doesn't require much effort or expense to outline suitable reading that will be found helpful, and the benefits are incalculable.

We in the public-utility field are in a somewhat different relationship to the public than those in other lines of business. For instance, we are frequently referred to as public servants engaged in rendering the public service. We in the utility business need, and must have, friends, and the old adage, "He who would have friends must show himself friendly" properly applies. The rank and file of our organizations must show themselves friendly.

A young man employed by one of our companies was out on a case of stove trouble the other day. While busy with the stove, he noticed the lady of the home was having a little difficulty in opening a can of peas. He said with a little laugh, "I'm an expert at that; let me do it." He did, and in performing that little act of kindness, made a friend. A friend not only for himself but for the company as well, for he represented the utility company to that lady.

The third step is what has become known as "customer ownership"—becoming so well and so favorably known to our customers that they, through the purchase of our securities, become part owners in the business. This policy has produced very beneficial results. First, the selling of stock to employees on the payment plan has enabled a large percentage of our employees to become part owners in the business. It has developed a proprietary interest that is helpful. It has meant increased interest and efficiency. Second, authorizing our employees to go out and sell stock and paying them a nominal commission for doing so, has likewise helped the individual and the organization. Third, every customer who becomes a stockholder means just another friend and booster, and, if necessary, a defender of the company.

The fourth essential step is that of telling the story. It is only within recent years that utilities have fully realized the importance of telling the story of their businesses to the public.

In many of our utility offices the women employees come into contact with our customers and the general public even more possibly than do some of our men. Therefore, I would say that what has been said in this address applies to our women equally



as much as to our men. They will be found equally competent in their ability to tell the story.

The wise utility executive will prepare his program and develop his organization so that the story will be told at least once a year before every Rotary Club, Kiwanis Club, Lions Club, chamber of commerce, women's club, college, and school located within the territory he operates.

The last essential step which I will mention is that of advertising and publicity. Mr. C. O. Buck, secretary of the Nebraska Press Association, declared in a recent address that "A better sentiment on the part of the public toward public utilities and closer cooperation between the public and the utilities can best be secured through the newspapers. Ignorance is the strong meat upon which the demagogue feeds. Because of ignorance he is able to mislead thousands of well-meaning people who really want to know the facts and who will be fair if given a chance.

It is only fair to you to say that of late years the utilities are becoming awakened to the situation and have commenced to do good work along general publicity lines. Consistent paid advertising has become a fixed charge with progressive utilities.

The utility man displays wisdom when he cultivates the friendship and good-will of the press. It is good policy for utilities to put themselves on a friendly basis with the newspapers, never with the idea of getting the newspaper to do anything that would be unethical from their standpoint, but when the utility man divides up his advertising appropriation among his newspaper men, then the newspaper man looks upon that utility as one of his customers and friends, and as such is glad to boost, and show the same courtesies that he would any other one of his customers and advertisers, and that is all the utility man wants.

Now, the newspaper man is in the newspaper business the same as the utility man is in the utility business. The newspaper man does not necessarily know the utility business and neither does the utility man necessarily know the newspaper business. Therefore, the wise utility man makes it a point to hold frequent conferences with the newspaper man, so that he may be correctly informed as to all of his utility problems. Moreover, the utility man, because of the public nature of his business, is cognizant of many matters which make good news stories, which the newspaper man wants. Therefore the utility

man overlooks a good opportunity to help his local newspaper if he fails to pass such stories on.

There are numerous ways of doing this. The writer knows of one company where the publicity man personally calls on the editors in his territory at least once a week. He, personally, delivers the news items and advertising copy and sits down and discusses them with the editor. In that same territory when they hold their monthly safety meetings the newspaper men are invited. This company believes that the newspapers and the public are interested in their problems and in what they are doing.

Another splendid way is to insert reading notices in the paper when the service breaks down for any cause. Tell your people through the papers the nature of the trouble, etc., and thank them for their patience. Likewise, when some disaster overtakes a community, such as a flood, fire, or epidemic, be on the job with all the assistance and relief you possibly can furnish.

Work up local movements which actually create news. Did any of you hear of the Abilene Zoo in Texas? The public relations representative of the company operating in that territory persuaded his company to donate two bear cubs, named "Gas" and "Electricity," as a nucleus for the Zoo. The favorable publicity which resulted was almost unlimited.

If the utility is guided along the lines of these various suggestions, it will gradually awaken in the customers' minds such an interest in the utility that their attitude will change from one of questioning how much they are paying for the service to a willingness to pay a rate that will enable the utility to earn such an amount that the return paid to the stockholders will be sufficient to attract customers to its securities and this in such quantity that the utility companies can keep pace with the growth, development, and needs of the community.

#### ADVERTISING PUBLIC UTILITIES IN NEWSPAPERS

BY P. H. GADSEN

*Vice-President, United Gas Improvement Company, Philadelphia*

ADVERTISEMENTS in the local newspapers form, and will continue to form, the best and most effective medium of publicity for public utilities.



By advertisements I do not mean appeals to buy gas ranges, electrical appliances, water heaters, and so forth. I refer to statements of the company's affairs, communications by way of paid advertisements to the public, and talks to the consumer.

The usual plan is that a public-utility company neglects to adopt such publicity methods thinking it is saving money; then some crisis in the company's affairs arises, and immediately there is a frenzied resort to newspaper advertising in the futile effort to reach the public ear; in the vain hope that having neglected to cultivate the public all along, it will listen sympathetically at such a late date to the company's case.

This kind of publicity under such circumstances is of little benefit. It is almost a waste of money. Publicity, to be really effective, must be continuous, sustained, day in and day out.

Acquiring the good-will of the public is like establishing a man's character; it is not built up by spasmodic efforts, nor based upon exceptional acts. It springs from a habit of mind, from a continued policy of dealing frankly and honestly with the public served, replacing in the public mind any suspicion about the secrecy and mystery of the public-utility business by frank, open statements of its affairs published periodically over the company's signature in the public press.

#### ADVERTISING THE SMALL STREET RAILWAY

BY W. H. BOYCE

*General Manager, Beaver Valley Traction Company, New Brighton, Pa.*

PUBLIC-UTILITIES advertising is being made easy and appropriate these days by the public safety campaigns that are being held all over the country. These campaigns get the public accustomed to seeing the name of the utility in print, and do not excite the suspicion that more direct advertising might.

After our safety campaign had gotten a foothold we coupled on with good-will and public relations copy, advising our patrons of the cost of the cars, cost of special work, and cause of delays. We told them some of our operating problems, and wherever we could foresee that there might be an opportunity for a newspaper editor to criticize us on account of shortage of power or uneven track conditions, or shabby appearing cars, we took

away a large portion of the force of the blow by criticizing ourselves, at the same time giving an explanation of why such conditions existed. For example, here is an ad that we ran following our fair:

Yes, those old trailers that we used during the fair did look rather shabby, but really you wouldn't expect us to keep them in A-1 condition for use about five days out of the year, would you?

Visit any street railway system in the country on state or county fair days and compare the character of the service rendered there with that furnished by this company to the residents of the Beaver valley on similar days. We are not afraid of the verdict.

We followed this with advertising in connection with change of fares, and it may be of interest to know that in the past six years our companies have had four changes in fare. I attribute largely to our publicity methods the fact that we were able to put all these increases into effect without having to face a complaint filed with the Public Service Commission.

Publicity has helped us keep cases out of court. We have told our public in newspapers and ad space that a claim against the companies is a business proposition and should in most cases be settled by the two parties concerned, and if the claimant is just in his demands there need be no third party brought into the case. I cannot tell you in dollars and cents what publicity has meant to us.

In addition to the things above referred to, the fare increases, etc., we have been relieved of some of our street-paving burdens, at least temporarily. We have also increased our traffic by reason of advertising our parks, by selling joint tickets in connection with moving-picture shows, by coöperating with the chambers of commerce and giving lower rates on their special sale days, and by carrying constantly in our cars cards advertising the different moving-picture houses in the community and their weekly runs. Without any appreciable increase in the population we have tripled our receipts during the past thirteen years.

If the officers of the public utilities who are sitting back railing at the newspaper men could only be made to realize that the editors of these newspapers are just as human and in a good many cases much more so than the hard-shell railway operator,



and if these operators would form the acquaintance and make friends of the newspaper men in their district, a lot of their problems would be solved as a result.

There is not any question in my mind but that a great many of the railway companies to-day would be better off physically and financially if they were operated by broad-minded business men of winning personality, who know absolutely nothing about the technique of public-utility operation, but know how to make and hold friends, and who know the value of and make use of proper methods of publicity.

Here are some things to remember in public-utilities advertising: (1) Be honest with employees and public. Then we can devote all of our thoughts and energy to dealing with the public in the sale of our goods, and not in trying to recall a lot of former statements. (2) Begin publicity work with your employees. (3) Advertising must be of the positive, not of the negative type. (4) Never forget the human element. (5) Cuts attract more attention than reading matter. (6) Press-agent methods are *passé*. (7) If you would have your public trust you, trust them. (8) When advertising makes a sale it should also make a friend.

The great mistake made by many companies is that they do not start to advertise soon enough. They wait until a fight regarding their franchise is on, or an increase in fare is in question when a large number of their riders have formed unfavorable conclusions before the company has presented any part of its side of the case.

#### TELLING THE PUBLIC THE PUBLIC-UTILITY STORY

BY GROVER C. MAXWELL

*Former Secretary, Ohio Public Service Commission, Columbus, O.*

PERHAPS the most conspicuous self advertiser in modern life is the public utility. Good service, poor service, indifferent service, hourly give advertisement, whether for good or ill.

But it would be a poor public-utility manager, indeed, who placed his trust solely in the inherent nature of his business to tell its own story. Even uniformly good service in time ceases to cry out in its own behalf. Your public becomes easily

surfeited, and perfection may all too soon become the accepted commonplace. Conversely, continued poor or indifferent service excites cumulative wrath, and disaster lies just around the corner unless sympathetic understanding and coöperation for the overcoming of difficulties may be had from your public.

It follows, then, that if your service is uniformly good, you should remind your public of that fact and tell them why it is good. Tell the story of the men with faith who invested of their means; tell the story of the men with vision who struggled for the achievement of an ideal; tell of the army of men and women who daily go about tasks to make the giving of service possible; tell of your plans for future development and even further perfection of service. If, on the other hand, you are confronted with difficulties which make the attainment of the ideal of service impossible, frankly tell your public so. Tell them what the difficulties are. If further patience and coöperation from them are necessary, boldly ask for it.

Relatively speaking, it was but yesterday when the only telephone was mother earth herself; when the only means of transportation were the birch-bark canoe, the diminutive sailing vessel, and the prairie schooner; when the sources of power were the muscles of brawny arms, crudely constructed water wheels along swiftly flowing streams, horses hitched to horse-power machines or treadmills operated by man and beast; when light was obtained from the pine knot, the tallow candle, and the parchment window.

If, to-morrow morning, the waves of the mighty Atlantic should cast ashore a cask from the depths of which should come forth Benjamin Franklin, clad in his post-Revolutionary habiliments, what amazement would be his as he cast his eyes over this wonderful America, known to him only as a new frail bark just launched on the perilous sea of the nations! Franklin himself sought to learn something of the mystery of electricity by attempting to bottle up the lightning from the clouds with his kite and Leyden jar. I am inclined to believe that the achievement which would to him appear the most marvelous would be our conquering of time and space in the realm of transportation and communication through the use of this mysterious energy.

The electric light was perfected only in 1879, and is now in use



in ten million American homes, while even rural development is growing by leaps and bounds.

In 1876, in a boarding house in Boston, Alexander Graham Bell talked from his third-floor room to Watson, his assistant, in the basement, and the telephone was born. In 1877 there were 778 telephones in the whole world. To-day there are 15 million in the United States, with 35 million miles of wire.

The first electric railway was operated in Richmond, Va., in 1888. Since that time the electric railway has become the established and most successful method of street transportation in our cities, and vast networks of interurban electric railroads have been constructed connecting thousands of municipalities and providing transportation for rural dwellers.

With the growth and development of public utilities has come naturally the need for regulation. The furnishing of utility service must necessarily be monopolistic, hence the right of the public to regulate is apparent. But that power to regulate carries with it the obligation to see that such power is fairly, justly, and wisely exercised. To the extent that the public understands the underlying facts and principles of the utility industry and the conditions under which they render service, to that extent will equity and justice prevail in the public's regulation of their utilities, whether through their municipal authorities or their state commission.

How, then, shall the public understand? The profession represented in this convention holds the key to that problem. The possibilities of advertising are bounded only by the limitations of truth. I am an apostle of the spoken word. You are 100 per cent. believers in the printed word. Yet there need be no inconsistency. Let the spoken word become the printed word, that he who has ears but hears not may with his eyes see and understand; that he who with his eyes sees may later eagerly hear, and better understand. And let the printed word become the spoken word, that he who has eyes to see, but sees not, may perchance hear, and hearing, understand.

A new day has dawned in the relationship between public utilities, their customers, and the general public. No longer upon the part of the utility is there that grim silence and utter disregard of the public's right to know something about its business, all too prevalent some years ago. No longer upon

the part of the vast majority of those constituting the public is there that blind prejudice against anything and everything connected with a public utility or its service. There are still many communities in which utilities are permitted to become footballs of politics, but these communities are diminishing in number.

Not only have individual companies seen the dawning of the new day in public relations by individually taking the public into their confidence, but upon all sides we see organized effort upon the part of public utilities to keep the public frankly and fully informed about their business. The various national associations are performing great service and in many states there are now in operation committees on public-utility information whose function it is to supply information about utilities.

The regulation of the public-utility business, whether it be exercised by legislature, state commission, or city council, is primarily in the hands of the public. To the extent that the public understands the underlying facts and principles of that business, to that extent will the public's regulation be wise, and just, and fair. The profession of advertising affords a legitimate and proper means through which the public may understand.

#### THE GROWTH OF PUBLIC-UTILITIES ADVERTISING

BY W. P. STRANDBORG

*President, Public Utilities Advertising Association*

GREAT utilities, such as gas, electric railways, light and power and telephones, have been notoriously behind the procession in taking advantage of the pulling power of advertising. This new organization expects to engage itself primarily and zealously to the task of selling the idea to the thousands of utility companies in the country that do not make a practice of using advertising on a sound business basis.

It is true that quite a number of the bigger companies have been using advertising regularly and systematically for years, but numerically the industry as a whole is pitifully represented in this field.

For example, there are about 840 electric railway companies in the United States, and five years ago, only about thirty of



them were regular buyers of advertising space, while at the present time the number has grown to approximately 300. This is an increase of 1,000 per cent., but even with that amazing growth, less than one half the companies are what could be called systematic advertisers.

There are over one thousand gas companies, and there are perhaps not over 25 per cent. of them that do any advertising worthy of the name. Out of the 3,600 or 3,700 light and power companies, the records show slightly over 10 per cent. of them as consistent space buyers, but this number has been increasing by leaps and bounds in the last two or three years as a result of the development of the so-called "customer ownership" plan of financing the companies through the sale of junior securities. Advertising last year sold more than \$175,000,000 worth of these securities alone, the proceeds from which went back immediately into service and plant extensions of these properties. The sale of these securities will probably reach close to \$500,000,000 during the current year, and advertising will be largely responsible for this showing.

Out of the 10,000 individual telephone companies in the United States less than 5 per cent. are known to advertise regularly.

#### OPPORTUNITY FOR ADVERTISING MEN IN PUBLIC UTILITIES

BY BERNARD J. MULLANEY  
*People's Gas, Light & Coke Co., Chicago*

WITHOUT local transportation, the electrical, telephone, and gas service the public-utility company supplies, commerce and industry and organized society could not function. The old attitude in the public-utility business was, "Here is the service; come and get it." And the company charged for its service just as much as the traffic would bear. This has, however, changed completely, the lowest practicable rates and the largest volume of business being now the modern utility company's aim.

This puts the public-utility business, as an advertisable business, at least, alongside the manufacturing and selling of the most widely distributed and popularly used goods. It means that public-utility service is something to be merchandised and sold

as other necessities are, to produce volume if for no other reason. The by-product of favorable reaction upon public relations is almost equally valuable.

Four kinds of advertising are necessary for the successful running of any public-utility company. They are: (1) service advertising, to gain volume by exploiting advantages and uses of the service; (2) merchandise and appliance advertising, in the case of electric and gas companies, to sell goods at retail; (3) financial advertising to sell the securities that must be issued to provide extensions and additions to plant and equipment; (4) institutional advertising to lend background and support to the other three.

Advertising should rank as a major item of utility company activity and of legitimate operating expense, recognizable as such along with cost of labor and materials, by state commissions or other regulatory authority.

The public utilities are an invitation to the best brains in advertising. Heretofore the advertising profession has muffed the public-utility opportunity. When agency men have deigned to call, they have seldom gotten closer to earth than the blue sky. Direct-by-mail people have not yet learned that some of us always have ready and waiting for them certain important factors in mail campaigns, namely: 100 per cent. correct mailing lists, some knowledge of the prospects' needs and usually a line on their credit rating. As for the newspapers and other publications, they have mostly thought of utility companies only as meat for the special edition and the annual review parasites. Consequently public-utility advertising has lacked the stimulus of contact with promoters of advertising.

In point of capital investment represented, the public-utility industry is exceeded only by agriculture (if that be an industry) and the railroads. Upward of \$16,000,000,000 is invested in the business of supplying local transportation, the electrical, telephone, and gas services of the United States. The companies engaged in this do a gross business of \$3,500,000,000 to \$4,000,000,000 a year. Only a fraction of this industry has begun to advertise, and that is spending probably from \$8,000,000 to \$10,000,000 a year for advertising. We have barely cracked the shell of utility advertising possibilities.

One half of one per cent. of their gross business would make the



tidy sum of nearly \$20,000,000 a year. At the rate the utility industry is growing, and with adequate education along advertising lines, it is not a dream to see the total advertising bill of this industry and its allied businesses mounting toward \$100,000,000 a year in the not distant future.

So to the promoters and creators of advertising the public-utility industry says: "We offer you the richest undeveloped field for tillage by you and your disciples to be found anywhere. Sit in with us and help teach us how to develop this field to the best advantage for you and for us."

#### SERVING 33,000,000 CUSTOMERS

BY EDWARD J. COONEY

*President, Lovell (Mass.) Advertising Club*

PUBLIC utilities represent a group of industries having an aggregate investment of capital of between \$17,000,000,000 and \$18,000,000,000. Their annual gross earnings have reached a mark of more than \$3,000,000,000. These utility companies have more than 33,000,000 customers, and are just beginning to realize and appreciate the wonderful force behind newspaper advertising.

One of the fundamental ideas underlying this section is that the day of the press agent is gone. In his place have appeared men who believe in paid advertising under a new national policy of paying for that greatest of all business developers.

We buy gas, coal, street cars, power plants, and telephone equipment. Why should we not be willing and anxious to buy the newspaper space that will tell the world about our huge business?

Public utilities have no secrets, and they are now telling the 110,000,000 people in these United States about it.

## VIII

### HOW ADVERTISING BENEFITS INSURANCE

*Advertising the constructive side of insurance more desirable than the negative appeal—Clearer public appreciation needed—National Honesty Bureau seeks to build up higher moral code through printed advertising—Insurance trade publications a medium for raising the level of insurance personnel.*

#### THE PLACE OF THE TRADE PRESS IN INSURANCE ADVERTISING

BY CHAUNCEY S. MILLER

*Publicity Director, North British & Mercantile Insurance Co., New York City*

EVERY insurance company office should have its doors wide open for the insurance editor and publisher. It is idle to criticize the trade press unless you are willing to do something to better it. Instead of criticism officials of insurance companies should be furnishing the insurance press with articles and observations calculated to interest and help insurance agents and brokers.

There are countless instances of the value which insurance journals have been to insurance companies. One paper succeeded in inducing local authorities to spend \$30,000 in decreasing harbor oil hazards. Other publications have put over intensive and extensive state-wide fire-prevention campaigns. Others have offered prizes to agents for the best accounts of service they have rendered to their clients and what the results were.

Insurance papers should be read not only by the officers of insurance companies, but by the junior clerks and other workers in insurance offices. Insurance papers themselves have a large opportunity to capture the interest of the officers of insurance companies of to-morrow by greater space devoted to accounts of social and athletic activities.

Some editors are slow to understand that insurance advertising is more than the "tombstone" advertising which some of



them carry. Trade-paper display advertising must of necessity be a small part of insurance advertising, even though a very important part.

Of perhaps greater value are illustrated insurance articles. Certainly illustrated advertisements have much greater power than those with no illustrations.

Merchandising insurance is a different problem from merchandising a commodity. Insurance is not a commodity. It does not appeal to the eye, the ear, the nose, the tongue, nor the fingers. As sold, it is a promise to pay, a piece of paper that may be invaluable under certain circumstances.

And in the selling of this promise, the trade press is invaluable. It is a tremendous power for good. It should be appreciated and should be helped.

#### INSURANCE EDUCATION IS NEEDED

BY WINSLOW RUSSELL

*Vice-President, Phoenix Mutual Life Insurance Company, Hartford, Connecticut*

AMERICAN insurance faces at the present time revolution from two sources, one or the other of which is certain to come. Either an enforced advertising campaign will be based upon the principle of defense which will set our business back a decade and deprive thousands of families of their needed support, or a combined forward movement will be made, friendly to the *n*th degree, setting forth institutionally the business of living, not the business of dying; the business of saving a fire loss rather than a burning of property. The process of accident and disease prevention, rather than the horrors of death by accident or disease. With a community of interest presentation should go the story of the purpose of our accumulated resources, told in simple language; the extent of our service benefits, the fundamental ideals of the sharing of the losses of the few by the smaller contributions of the many.

Very soon we should find the progressive revolution setting in. Newspaper editors, average and human as they are, would soon see a vision of national service never honestly open to attack because of their lack of understanding.

Ministers of the gospel could readily find a million sermons

in the stories of gripping human interest we could tell. Policy holders could easily be led to hold those precious contracts as firmly as they are now firm in their reasons to surrender.

Legislatures could be easily made to believe, what most of them now honestly disbelieve, that honest insurance is justly untaxable. Then, the sleeping giant, Insurance, would awaken to render American homes a service that would make even the staggering figures of sleeping accomplishment look as small, comparatively, as stars to the greatest planets.

Let us look at the figures of to-day. America paid into the treasuries of American insurance companies last year for fire, life, casualty, and miscellaneous coverage nearly three billion dollars.

Fifty-seven billions of life insurance coverage is to-day protecting less than 10 per cent. of risks that ought to be covered, and yet the figure is stupendous.

The combined resources of the insurance companies of America amounted to nearly eleven billion dollars. This is more than half the entire resources of all the national banks. It is within three billions of the value of all of our farm products, and is more than three times the value of our mining products.

Yet the average man of the street looks upon "insurance resources" as a great national menace instead of a great economic stabilizer. Now the object of frequent attack by local, state, and national legislative bodies (always at the cost of the policy holder), insurance can, nevertheless, be made a veritable foundation stone of our economic structure, so well understood by our citizenship that all other enterprises will be open to attack before ours. For all the present handicaps of insurance, the high turnover of salesmen, the meager average income, the heavy lapsation and other wastage, may be traced to a lack of understanding, plus a liberal amount of misunderstanding, on the part of the patron.

#### ELIMINATING LOSSES THROUGH TEACHING HONESTY

BY EDWIN A. COLLINS

*National Surety Company, New York*

ELIMINATION of losses due to dishonesty is the object of an appeal for higher standards of honesty, made through the Na-



tional Honesty Bureau, an institution conceived by chairman William B. Joyce of the National Surety Society, and sustained as a contribution to public welfare by that company.

The Honesty Bureau operates through two publications: one, the "Honesty Book," designed as a textbook for use in schools, and at present officially adopted in a dozen of the largest cities; and a small pamphlet, "Teaching Honesty in the Home." As its name implies, this booklet is distributed freely in the homes throughout the country. Requests for copies of both books result from articles written for the newspapers, magazines, and many trade and class publications by Dr. William Byron Forbush, managing director of The Honesty Bureau, author of the two books, and likewise author of "The Boy Problem," a prominent thesis on the care of the boy. Underlying every thought expressed in each booklet is the axiom: "Honesty is the Best Policy." The work is a huge success, as is manifested by the deluge of requests for copies of both booklets from educators throughout the country. Interest in the plan is sustained by letters to school superintendents and teachers.

## IX

## ADVERTISING IN THE FARM MARKET

*Constantly rising standards of living in rural districts afford rich market irrespective of "conditions"—How the mechanical side of farming affects the farmer's purchasing power—Need for the farmer to become a better distributor of his product.*

## THE FARMER—THE BIGGEST BUYER OF THEM ALL

BY HARRY HAYWARD  
N. W. Ayer and Son, Philadelphia

AGRICULTURE is governed by economic principles which are so complicated and far-reaching that we have not as yet been able to interpret them as we interpret the economics of most other industries. Any one can uphold any position or point of view in agriculture by statistics. This is illustrated by the recent discussion as to whether the farm dollar was worth \$.69 or \$1.02. The farmers, as a whole, do not know what it is all about, but go on their way producing, buying, and selling as usual, if the weather permits.

It does not make much difference whether the farmer's dollar is worth 69 cents or \$1.02, so far as the necessity of his buying is concerned. Certain things he must and does buy in either event.

Comparatively few farmers are ever down and out. They are prone to say that times are hard, but we know that they are heavy buyers of automobiles; are sending their sons and daughters to college; are buying their proportionate share of a billion and a half dollars' worth of fertilizers and feed, farm machinery, and supplies, to say nothing of household equipment necessary to maintain a high standard of living. The farmer is resourceful and adaptable. If he were not, he could not be a farmer.



Most of them are always able to trim their sails to the economic winds.

Nevertheless, they buy not only what they and their families wear and use in the home and on the farm in the way of equipment, but a good part of what they eat as well.

Home demonstration agents will tell you that they are trying to change the farmer's diet. They want to increase the variety and reduce the consumption of meat. This is in line with recent health findings and is in keeping with the economic trend of the day. And it means that the farmer is being encouraged to buy more and more of the food that goes on his table.

When it comes to clothing for the farmer's family, the change which has taken place within the memory of man is just as marked as are the changes in his diet. Not only have the amount and variety of clothing required increased during the past two score of years, but the quality is much better and the fashions of the day are followed much more closely.

Nearly half of our farms have telephones and automobiles. The amount which the American farmer spends annually in buying and maintaining them would pay off the national debt in a few years.

Only about 20 per cent. of our farms are equipped with water systems, gas, or electric lights. Every farm woman has an appreciation of how both of these conveniences save labor, increase the comfort of the home, conserve the health, and increase the love and respect of the whole family for the home in the open country. Within the next ten years, in all probability, there will be an enormous expenditure of money for this kind of equipment for the farm home, and all the accessories which may be effectively and economically used with a hot- and cold-water system and electric current in the house.

Picture a farm home, completely equipped with all the mechanical inventions which save labor and make for comfort and contentment. Such homes are not uncommon in the open country, even now. They are fully appreciated and will be the rule, and not the exception, in a few years. They will furnish a market for an untold amount of merchandise and replacement material, provided, of course, that the price is reasonable, that the manufacturer will adapt such equipment to the needs of the farm home, and provide a satisfactory service.

If the house were the only part of his business that the farmer had to equip, his problems would be comparatively simple. The out-of-door equipment of the farm is larger, heavier, more complicated, and runs into more money than that required for the home, and to be successful a farmer must have both.

Our evolution is still incomplete, and present conditions indicate that the farmer of to-morrow will be compelled to have even more machinery and labor-saving devices in order to till his land and harvest his crops than are required by the farmer of to-day.

There are only 35,000 hired men on the 193,000 farms of New York at the present time, and yet a recent trip through the central part of that state did not show any indication of a lessened harvest this year. One man, with a tractor and modern equipment, can do as much as three or four men used to do with the tools in use twenty years ago. The fewer the men on the farm the greater the demand for machines and labor-saving equipment.

The scientist, inventor, and farm management students have increased the ability of the farmer to produce. The progress in this direction has increased his income to the point where returns are now expressed in thousands of dollars instead of hundreds, and his buying power has increased accordingly. Modern machinery is largely responsible for the place the farmer now occupies in our American civilization. The maintenance and replacement required for the implements and machines already in use comprise a large item in our nation's industry.

The only way the farmer has of meeting the drift of the population from the country to the city is to do more and more of his work by machinery, all of which he must buy and all of which costs money to maintain. We are gradually putting our farm business upon a manufacturing basis by the use of power-driven machines. In the aggregate, this affords a large market for the steel manufacturer, the coal producer, and the output of factories of all kinds. It is a very important item in our transportation systems, and it utilizes the time and effort of thousands of salesmen and dealers. In short, it makes for the welfare of an increasingly large part of our body politic.

One of the great differences between the rural and urban buyer lies in the fact that the farmer is always in the market.



The farm business is of such a nature that the operator cannot close down by locking a door, or open up again by unlocking it. The steel manufacturer may let his fires go out for six months or a year, and light them again almost as though there had been no interruption in his activities. The farmer cannot shut down no matter how bad conditions may be, for he knows that he cannot resume operations in July if he failed to plant in April or May. He also appreciates the fact that if he quits for a year, it will take him two or more years to get back where he left off, if he begins again.

It is not difficult to convince the most skeptical that the farmers in this country are in a sound financial condition. The last census gives the total value of farm property at \$78,000,000,000. The mortgages on this amount to \$4,000,000,000 or only 5 per cent. This shows that the farmers of this country are sounder, perhaps, than any other group.

According to the last census, with an investment of \$78,000,000,000, farmers are producing over \$14,000,000,000 worth of crops, a gross return of approximately 19 per cent. This annual production, a large part of which is new wealth, is widely distributed and gives an impetus to the business of the country at large.

The principle of action and reaction, of supply and demand, obtains in agriculture as well as in every other industry. There are always ups and downs, and peaks and valleys in any business. The farmer is just coming out of a rather serious depression, but he should not forget that he was on the mountain tops a little while ago, and that it is very probable within the next twelve months we shall see the price of farm products rise above the price of general products, and the balance again be in his favor.

There are three broad agencies which are going to be most important factors in helping the farmer to get upon a better business basis. The first one is education. Our agricultural colleges, experiment stations, high schools, extension service and great, high-class farm papers spread the gospel of better farming with such clearness, logic, and force that it compels attention and inspires action. It is difficult to overestimate the value of a reliable farm paper in encouraging better farm practice, better business methods, and a better rural citizenship.

The second agency that is becoming increasingly important in agriculture is the more orderly systems of marketing which are becoming so general in some sections of the country. It not only does much to prevent market gluts, but in many cases provides for grading and uniform packing so that the crop brings from 10 per cent. to 50 per cent. more than when marketed under the old system, or each farmer selling independently and without definite market information.

The third agency which has recently been developed as an aid in the business of agriculture is our new system of farm credits. The farmer has always been handicapped by the fact that he did not have the kind of credit as well adapted to his business as the urban business man has always enjoyed. The new system which recent legislation has placed at his disposal puts the farmer in a position to handle his business more efficiently and economically. It may be abused in some instances, but will make for better farming and enable the farmer to get a new hold upon the conduct of his business affairs.

In developing the great business of agriculture the farm papers have had a most important part. They are read by every member of the family. The story of how some other farmer has succeeded with a new crop, a new implement, or by using a new method or system of farming, and the illustrations of improved livestock with their records of production, have been an inspiration to hundreds of thousands of farmers.

The message carried by the farm paper finds a more receptive and believing mind than is true with most other publications. For this reason the farm paper creates and directs rural sentiment in an unusual degree, in its relation to sound economics and public questions. It does more than reflect the farmer's opinion—it guides that great unit of American thought.

The sum total is that the farmer looks upon his farm paper not only as his agricultural newspaper, but, in another sense of the word, it is his trade paper.

He reads the advertising it carries and believes in it. He knows that the advertising columns of the farm publications are guarded with the utmost care and that he will be protected in his dealings with its advertisers.

Advertisements in the farm papers carry prestige and automatically break down sales resistance. They are supported by



the influence of an institution that through years of constructive effort has built up a reputation for sound thinking and fair dealing. It is difficult to overestimate the value of the assistance which a good farm paper can render a manufacturer in reaching the farm market.

While the farm furnishes one of our greatest markets, its future development will depend upon the vision of the manufacturer and his willingness to work with, and through, such agencies which create and direct public sentiment. Of these, none are more influential, or more accurate, in their knowledge of farm conditions than the farm press. Its organized effort has already attained success in putting agriculture in a position where it carries prestige and commands respect.

#### UNDERSTANDING THE FARM MARKET

BY SAMUEL R. MCKELVIE

*Publisher, the Nebraska Farmer, Lincoln, Nebraska*

COLLECTIVELY, the farmer constitutes the greatest buying power in the world. There are certain things that he needs, and he buys these things with greater regularity than any other class of people.

The farm market should not be regarded as of temporary importance. It is a permanent market. Half-hearted, vacillating, or unique methods of appeal will bring small reward to those who use them in the farm field. But the manufacturer who sows good seed and cultivates it with well-devised selling machinery will reap abundant rewards.

That the farmer was prosperous during the period when prices were high cannot be denied, but he was no more prosperous than business in any other line. That he suffered losses during the period of depression is a self-evident fact, though he did not suffer more than business in many other essential lines. It is true that the advance and decline of prices for farm products were more precipitate than in most other lines, but the general curve of prices followed quite closely after the line that was set by the prices of farm products. This is the case even in normal times. The prices of farm products mark the trend of commodity prices generally, and the condition of the farmer is re-

flected in an immediate or subsequent corresponding condition of business in all other lines.

Why, then, all of this pow-wow about the poor, down-trodden farmer? To have heard the wails of those who had appointed themselves to speak for him, one would have thought that he had been set adrift upon an uncharted sea without rudder or compass. The newspapers flamed forth that the farmers of the Middle West were burning corn—hence, they must be in the last throes of economic ruin. It is unnecessary to place the blame for the ill-fated publicity that was given to the farmer at that time. Suffice it to say that no one benefited from it and the farmer suffered most of all.

Like everyone else, the farmer "felt his oats" when he was abnormally prosperous, and extended his activities unduly. He bought more land at higher prices, took a whirl in the stock market, invested rather liberally in blue sky and became a real participant in the "jazzmania" that held the nation in its grasp. Finally, when the inevitable whirlwind followed, he needed credit, and he was not alone. He had a lot of company as everyone well knows.

But who ever heard of a banker extending credit to a man who admitted that he was broke? I find it difficult enough to get credit under the most favorable circumstances. Here, then, was the picture of the farmer in need of a little more time to work out some of the obligations that he had incurred during the war, and his fool friends were proclaiming from the rooftops that he was broke.

The one movement now that bears more promise than any other for agriculture is coöperation. It is through this channel that the farmer will effect more economical methods of distribution and marketing, and this, too, will afford the basis for sound credit. Great strides have been made in agricultural coöperation in many sections of the country, and it is now abroad throughout the land in a measure that has never been realized before. This trend forebodes both a ready return to normal prosperity and a satisfactory return upon farm investments. This type of organized effort on the part of farmers themselves will bring vastly greater results than all of the laws that were ever placed upon the statute books in behalf of the farmer.

Much has been said about the farmer's buying power. The



use of figures to prove that the buying power of the farmer is or is not greater than it is normally has confused a great many of us, and I do not believe that any great benefit has come to any one from the deductions that have been made. These reckonings are made upon the theory that the purchasing ability of the farmer can be considered *en masse*, and any one who has made a study of agricultural conditions knows that this cannot be done.

If one wants to approach the farm market intelligently he must take into account the wide crop variations throughout the country and the sources of farm income. Moreover, he must regard the individual farmer, for there is the same difference among farmers that exists among all other classes of people. What does the farmer produce? What are these products worth, and how does the individual farmer manage his affairs? These are things that prompt a careful analysis of the farm field, and these facts must be known if one is going to cover the field intelligently. There were farmers who came through the period of depression almost unscathed, and others who profited by it, while some went broke. In a word, the farmer is a cross section of the people of all classes, and it is therefore impractical to attempt to apply any program of mass selling to him.

Just now the farm field is especially inviting, not because of immediate conditions, however favorable they may be, but because the farmer has passed through the valley of depression and is now coming out upon high ground. He has taken his losses, liquidated his excessive obligations, and returned to first principles of economy. This is not true in some other lines, and the time will come when those who have not shared the burdens of post-war readjustment will come to book. When that time does come, the thrift, industry, and frugality of the farmer, together with the inherent permanence of agriculture, will cause advertisers to wonder why they ever neglected the field of greatest opportunity.

One of the best-known economists in the country recently advised his clients to give immediate attention to the "coming market." Undoubtedly he had the farmer in mind, and his advice was timely. If there are those who doubt this, let them answer these questions: Why is it that distributors in the principal agricultural regions are making such satisfactory sales?

Who do you think buys the automobiles in a purely agricultural state like Nebraska, or Iowa, or Kansas? From whence do you think the largest mail-order houses in the country that are located in the corn-belt have received the patronage that has enabled them to show such handsome increases during the last year? How do you account for the fact that the largest retail store in Nebraska did the largest volume of business in its history last year? Do you know that bank deposits in the principal corn-belt states are higher now than they have been since 1920? Do you realize that there is more money available for investment in the leading agricultural states than there has been at any other period during the last three years? Do you think these conditions would exist without the farmer being in the buying market? There is but one answer.

The farm value of agricultural products in November, 1922, was two billion dollars more than it was the year before. This has been reflected in a very greatly enhanced business revival throughout the nation. A more significant fact, however, with reference to the condition of the farmer, is that about three fourths of the money that was loaned by the War Finance Corporation on agricultural paper was repaid within a year. This indicates how rapidly the farmer is getting out of debt, and it is one of the surest signs of a return to normal prosperity.

The farmer has not come back. A very good and sufficient reason for this is that he has not been away. He has been at the old stand, day in and day out, sawing wood and exerting the same influence upon conditions that he always does. He has been subject to the same influences that have affected industry in every essential line, and as a permanent going factor in the business economy of the nation he is very much to the fore. If we can appreciate these facts, we can then regard the farmer in the proper light in relation to our various lines of endeavor.



## X

### ADVERTISING IN DIRECTORIES AND REFERENCE MEDIA

*Salesmen for directory service should have background of use—How a cautious advertiser learned the value of directory advertising through careful testing—Reference media a completing element in the advertising campaign—the purchasing agent's point of view.*

#### TECHNICAL KNOWLEDGE THE BEST BACKGROUND FOR SALESMANSHIP

BY JOSEPH J. VIGNEAU

*President, Keystone Consolidated Publishing Co., Pittsburgh*

IF I were to put a salesman out on a city directory I would look for an individual who has had occasion to use a city directory. On the other hand, if I were choosing a man for a position on "Hendrick's Commercial Register," or "McRae's Blue Book," I would not think of looking farther than the purchasing departments of large corporations which are subscribers and users of the individual publications, because they know how to use such publications, and so can, in turn, explain to the prospective buyer of advertising or subscription the utility of the publication.

We have two publications covering the coal-mining field, one serving the production end, the other the sale and distribution of coal. On the latter publication we placed two coal salesmen, who had been wholesaling, jobbing, or handling coal all their lives. When they learned that we had a position open they made application for it on the ground that they were familiar with our publication, having used it in their previous business connections, and that knowing the usefulness of it they were certain of being successful on it. They have been, without the help of any printed matter or direct-mail campaign, and with no

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assistance whatever from the home office. Both sent in contracts and subscriptions the first day they were on the job, and have continued to make a wonderful showing to date.

Likewise, in launching our latest book three years ago, which was going to the metal and quarry industries, we put on only mining engineers, and they, too, made good from the start, though they had no sales or advertising experience. They knew the industries, and knew the application of any manufactured product to the field; they, as engineers, knew also the manufacturers whose products were used in the field, and this knowledge was half the battle.

One of the hardest arguments that a salesman has to meet comes when the prospect says, "We do not reach the field your publication serves." Unless the salesman is familiar with the equipment and processes used in the field he has no answer.

During the war I advertised in the local papers for an advertising solicitor. I interviewed a dozen applicants, and finally chose two of them whom I felt sure would make good. Both were twenty years old; I thought I would get them young and train them. Never again! The one who I felt most certain would make good lasted two years at a large loss to us. He got the experience; we got nothing in proportion to what we expended on him. The other young man had considerable natural selling ability, and we put him at selling firms that we had been trying for some time to get. He sold them, too, but only for one year. His mortality of accounts each year has been more than three times that of any other salesman, and he is now slated to leave. The only reason for his failure seems to have been his inability, through lack of experience, to visualize these manufacturers' products in a mine or quarry; he did not know the mining industry.

Get a man who has had experience in your field, and the chances are that he will be able to sell your book.

#### REFERENCE LISTINGS THAT SELL GOODS

BY H. C. WINCHELL

*President, H. C. Winchell Advertising Agency, Chicago*

REFERENCE media are calculated to serve not the manufacturer whose market is the masses of people and whose ad-



vertising is done through media of general circulation, but the manufacturer whose advertising is done through trade, class, and technical media. For that kind of manufacturer, and that kind only, I believe, reference media are a good buy.

Let me tell you how I have arrived at that conclusion. When representatives of reference media first called on me to secure business from my clients I scoffed at them. I was younger then, and didn't know how much I could learn from those representatives. Perhaps I discouraged some, but not many, for those fellows were of too good mettle to be turned aside lightly. They knew how to get me interested; they took their propositions apart for me, showed me how they were made, how they worked, and how they would work for my clients.

Before long I began to use space, cautiously at first. I have been convinced that results would come, so I persuaded, with some difficulty, one of my clients to let me take a quarter page. The results were satisfactory, and now I am using two pages for that client, not only in that first book, but in nearly every book that reaches any field in which his goods can be sold.

Returns from space used, based on cost per inquiry, are uniformly gratifying. Inquiries cost less than from almost any other source, and I am convinced that they are worth more. Granted, then, that my clients should use reference media, the questions are, "Which?" and "How?" The "which" is largely a matter of mathematics, circulation figures. There is no difficulty in answering that. The "how" is the real problem.

In answering that, one stipulation is imperative: he should use bold-face listings. Not to gratify his vanity, but because the average user of the book unwittingly judges the size of the concern by the size of the type in which its name appears. Naturally, therefore, he sends his inquiries only to those concerns listed in the larger type. The more careful buyer, however, reads all the names, to see whether there are any with which he is familiar. Therefore bold-face listing should be supplemented by listing in the small type, if the manufacturer wants to do all that he can to gain a preference in the mind of the buyer.

Obviously, if the manufacturer could, at the moment that the buyer is looking for a source of supply, right then and there tell him all the good points about his product, its quality, its price, and the service that goes with it, where and how soon he could

get it, the sale would be that much nearer consummation. And he can do those very things in reference media by the use of display space. Facts to prove this statement are many, and you know them *all*.

Now comes the question as to what kind of copy is most effective. Display advertisements scattered throughout the book, breaking into the continuity of the alphabetical arrangement, are a nuisance to the user. Genuine catalog copy, however, properly arranged and correctly placed, can be made a great help to the user, and profitable to publisher as well as manufacturer. Moreover, the copy in each reference book should be compiled with due reference to the copy used in the trade or class journals reaching the same field. Hence the need for one person with sufficient time and talent to handle the copy situation as a whole.

The simpler the book the easier it is for the user, and the easier it is for the user the better it is for the manufacturer, and that better condition reflects back to the manufacturer in good hard dollars; so it pays to use time and skill in preparing the copy and arranging it. I believe that some plan should be adopted to enable a manufacturer to say that full descriptions or catalog data regarding his product can be found at a certain place in that book. This would facilitate reference for the user as well as provide added publicity for the manufacturer. As to placing, it is best to have the display matter on the same page with the listing whenever practicable, but as the same item often is listed on different pages, because it may have several uses, this is not always possible.

Again, the alphabetical listing should not be broken into. This can be avoided by having all the display come in the lower right-hand corner of the page as good newspapers are made up. Then the chances are if the index reads: "For details, see Display adjoining" that display can be on the same page or opposite page, which would give to the user of the book the maximum of convenience and to the user of the space the maximum of returns. In all other cases, if the index were to read: "For details see Display" (or catalogue data) the user could turn to it almost as readily as by page number.

The selection of listings to be used can be made only by one who is thoroughly familiar with the client's products, going



through the entire listing in the reference medium to be used, checking those under which the client's name should appear, and adding those that are necessary if any are lacking. In doing this I have been impressed with the fact that there are many more listings than necessary, usually. Star headings or special listings are altogether too numerous. I think that there is a valid objection to special listings, because the value of the reference medium lies solely in its usability. If the user has to wade through a lot of special headings painfully thought out by artful advertisers so that their names shall appear first, or so that no other name will appear under that heading, he is irritated because he feels that the book he is using is not truly efficient. However, if the advertiser is willing to pay for those headings is it good business to deny him that pleasure? Surely it is! Given two books—one with its multiplicity of freak headings, the other a clean-cut, straightforward directory of manufacturers—doesn't it stand to reason that the buyer will use the simpler one, the one from which he can get the information he wants the most quickly and easily?

As to cross references, they are all right. The more of them the better for the user of the book, because not all men are able to follow the line of thought laid down by the publisher in his method of inserting headings. The cross reference never proves a hindrance, as does the special heading, to quick reference.

The question of how many bold-face listings shall be allowed by the publishers, for each user of space, is always a delicate one. My opinion is that publishers should list, free, whether paid space is used or not, all products of worth-while manufacturers, the only prerequisite being that the product is pertinent to the field covered by the book. This is editorial service due those who are to use the book—they want a complete list of manufacturers; the catalog feature of the book is extra. On the other hand, if the book is a coöperative catalog, it is perhaps right to omit all listings except those of users of space. But under any other circumstances, the listings should be complete, bold-face listings being available only to those who use catalog space.

Simplification of listings and a standard system followed by all publishers would do much to increase the usefulness and value of reference media.

## COMPLETING CAMPAIGNS WITH REFERENCE MEDIA

BY COL. HENRY H. BURDICK

*President, Associated Business Directory Publishers*

BOTH active and passive advertising are necessary in any well-rounded campaign. Active or creative advertising seeks to make us want something we did not want and possibly never thought of before. Passive or reference advertising, as it has aptly been called, explains how one can satisfy a want. When one has decided that he must have a certain product reference advertising directs him to the source of supply at a critical time when the initiative has passed from the seller to the buyer. This combination of creative and reference advertising completes the merchandising cycle.

Of course, by its very existence as a channel of publicity different in form and use from magazines, trade papers, newspapers, etc., the reference medium offers an additional angle of reaching the dealer or consumer—one more slant in the plan of reaching the buyer from every side and by constant repetition. For this reason it logically fits into any advertising plan which depends less on frequency of the appearance of its message and the force of large space and more on meeting the prospect at every point of possible contact. This, however, is only the supplementary use of it as a medium and is in the nature of the perfunctory calls of order-taking salesmen who may happen by mere chance to visit a prospect just as he is in the act of placing an order. There are better uses for this medium and better reasons for its use.

The outstanding factor that distinguishes the reference medium from all other media is its effectiveness in reaching the buyer. No other method is available for carrying a sales message or details of products and services as surely, as permanently, and at so propitious a time to exactly the kind of prospect desired.

To take up the last point first, the reference medium has practically no waste circulation. Every subscriber is, by the fact that he uses the book, a definite prospective buyer of the goods listed and described therein; he has no other use for the



book than as his guide in specifying or buying materials, supplies, or services.

The methods of obtaining this user circulation assure contact with a maximum of buying power. The yard stick of paid circulation cannot be arbitrarily applied to measure the value of the reference medium. Some of these media have an entirely paid circulation; others supplement their paid circulation with a free distribution to a selected list of users with well-established buying power, and still others blanket their field with an entirely free distribution, thus reaching 100 per cent. of the buying factors in that field.

Even though the number of copies of one of these reference media distributed annually may not be as large as the circulation of some trade or technical magazine, yet the number in actual use is undoubtedly in excess of the circulation of the leading business papers. Many firms use a book for two years and some even longer, so that it has been conservatively estimated that there are in use at any one time at least three times the number distributed annually, and the number of possible—yes, probable—purchasers reached, is far in favor of the reference medium.

When there is added to this the fact that besides reaching the highest class of buyers in their field individually, libraries, chambers of commerce, boards of trade, commercial associations, and governments, architects' and engineers' offices make these books accessible to hundreds of different people who consult them for buying information, the strength of these media is readily seen. A selling story properly set forth in the reference medium is bound to reach the right people at the right time. It reaches the prospect when he is in the buying attitude; it does not pester him when he is disinterested, nor force itself aggravatingly upon his attention when he is seeking the diversion of fiction-reading or intent on reading up in his profession or trade. But it does get squarely and unavoidably before him when he needs and wants it—at a time when, because he is consulting the reference medium, he wishes to find this information. It takes up the work where the creative media leave off; it crystallizes the desire created by general publicity into action at the point of purchase.

Just as the character of the text matter in periodicals creates

reader interest so does the value of the information contained in reference media establish user appeal—a vital factor in determining their efficacy as advertising media.

Think what it would mean to any business man to be sure that his business card was automatically laid before the big purchasing agents in his market just at the instant they desired to buy the kind of products or service he has to offer! Not just once or twice but every time. This the reference medium does and more. A bold-face listing is the "automatic calling card" which stands out conspicuously among competitors. Compare the cost of such listings with the expense of sending salesmen out to dig up new leads or to follow up old customers. At a very reasonable cost a self-starting lead getter has been placed in the office of thousands of buyers, many of whom it would be impossible to reach in any other way.

The use of larger space advances the name and the merits of the product or service even more. The bigger the space the greater the force. Increased space in the reference medium has added sales value in greater proportion than a similar increase in other media for the reason that it is not only easier to dominate attention in such a medium than it is to compete with the big space buyers who flock to the pages of magazines and trade papers, owing to the usual policy of placing all advertisements adjacent to the lists of manufacturers of that particular product in the commercial directory and to the opportunity of presenting essential facts regarding the product or service in detailed form.

Another item of importance in considering any advertising medium is the permanence of the publication, the length of life of any particular issue. A fiction magazine has a very short life; newspapers are here to-day and gone to-morrow; a business paper exists somewhat longer, and other classes of publicity have varying ages of preservation. None, however, has the permanence of the reference medium, which lives actively for an entire year and often two or three years. The life of an advertisement in such a medium is just twelve times that of a monthly publication, fifty-two times that of a weekly, and three hundred and sixty-five times that of a daily paper.

An advertisement in the reference medium has also all the effectiveness of that in creative media so far as prestige building



is concerned. If one wishes to emphasize the integrity and standing of his company and its products, it can be achieved most surely by advertising in a reputable reference medium. As authorities in their field, they give a strong quality of prestige to their advertisers, and command the respect of the men who count in the selling plans, surpassing for this purpose even the topmost class publications. And it will continue to remind the buyer of that prestige every time he consults the volume.

The cost of reference advertising, in conjunction with the value of the media as already shown, is surprisingly small in comparison to the other media commonly used in an advertising campaign. When space is purchased in any medium one of the main questions asked is: "Am I buying a good list of prospects?" The percentage of prospects in the total circulation determines not only the worthwhileness of the medium but also whether or not the price of space is high or low as against other media. The advertiser in the reference medium buys 100 per cent. prospect distribution at the same price or less than the cost of other media reaching a smaller number of prospective buyers of his goods.

To summarize: the reference medium is consulted by the buyer, when at the point of purchase, for information as to sources of supply and detailed data regarding the commodities he desires and, provided he finds the product is suited to his requirements, the predisposition to accept it created by advertising in other media strongly influences his selection and tends to prevent substitution of other products.

Thus it will be seen that any sound advertising plan will include both reference and creative media, and that the choice of reference media will determine in a large measure the selection of suitable creative media.

Industrial advertisers are gradually recognizing the logic of this. As a case in point may be cited the Packard Electric Company, of Warren, Ohio. Joseph C. Bowman, Advertising Manager, stated in a recent issue of *Class*, "Our campaign for this year is based on the publication of complete catalog copy in double-page spreads in each of the following reference books: Chilton Automobile Directory, Automobile Trade Directory, Hardware Buyers' Directory, and Automatic Equipment Association Catalog. Supplementing and in support of our directory

copy we are taking consecutive space in eleven of the best weekly and monthly periodicals reaching the automotive trade."

Reference advertising is strengthened by creative advertising, but the latter loses an essential part of its force unless the "tie-up" with the reference medium is effective. To introduce to or create desire for an acceptance of a commodity in the minds of one set of people and to give the details of the product to another will result in a dispersion rather than a concentration of sales effort. The nearer identical the circulations of the creative and reference media are the greater the value of the advertising in both.

A study of the particular market and a careful consideration of their merits according to the standard of value already set up will determine which of these media "tie up" to best advantage. According as the proportion of the circulation of the creative medium which reaches the same probable prospects who consult the reference medium, when in the market to buy, is large or small, will depend the ultimate effectiveness of the advertising campaign.

Up to this point we have considered only the proper selection of advertising media and it is here that too many advertisers stop. The disposition to regard the copy, which is to fill the advertising space, as a secondary consideration has led to as many failures in advertising as has the failure to select the proper media, and often it leads to a false condemnation of the medium itself as a vehicle of publicity.

Copy is the advertiser's message, his contact with the public, and unless it is prepared with due regard to the product itself, the sales plan, the audience he expects to reach, their environment, the mood in which it finds them, their buying habits and the reaction expected, and the medium through which the message is to be delivered, it will fail of its object, and the investment will be lost.

Roy S. Durstine in his recent work entitled "Making Advertisements Pay" says:

Someone once compared a page in the *Saturday Evening Post* to a corner lot. They cost about the same—\$6,000. Advertisers sometimes gasp the first time they hear that figure. But that's not the fault of the *Post*. Respiration works back to normal when it is pointed out to the advertiser that he would have to pay \$20,000 to buy enough one-cent stamps to address the 2,000,000 people



who get the *Post* every week. And certainly it would cost him another cent to print any message at all. So you see the \$6,000 charged by the *Post* is a pretty economical way of saying something to 2,000,000 Americans, even if you want to consider the rate of this advertisement on its most superficial and least sensible basis.

Here, then, is this plot of white paper which you can rent for one week at the cost of a corner lot.

If you bought the plot of real estate you would consider very carefully what to put on it. You would get an architect's plans. You would think a long time just where to place your house and your garage, just how many trees and shrubs and hedges and flower beds to plant. And if you are like most home owners, you would fuss over that place in the evenings and early mornings and on Sunday for many months until you made it exactly the way you wanted it.

Your page in the *Post* is as much of an investment. It deserves just as much thoughtful consideration. There is as much inconsistency in putting \$25.00 worth of art work and two cents' worth of copy into that space as there would be in putting a \$25.00 shanty and two cents' worth of grass on your \$6,000 lot.

Successful advertisers have come to realize this and they are giving careful thought to, and getting experience and trained assistance in preparing, what they put into the space they buy, and not infrequently publishers are able to sell their space on the strength of copy prepared by them.

There are many standard works on copy writing, schools of advertising are training neophytes to a proper preparation of copy and advertising agencies maintain expensive staffs of experienced copy writers, but in almost every instance consideration is given only to creative or reminder copy. Nowhere have I been able to find an advertising agency prepared to execute the kind of informative copy suitable and essential for reference media.

When the coöperative catalogs were first introduced space was sold almost entirely on the copy prepared by the publisher, and still is. It is essential to their success that the right kind of copy be used, and it is just as essential to directory and other reference media that make their appeal to the prospect, who is a potential buyer, when he is actually in the market and wants more than a pretty picture or a selling argument.

Detailed data that will give the buyer essential facts regarding the product or service which will enable him to judge whether it is suited to his requirements, and make a wise selection, is the primary requisite of copy used in reference media if the value of the space is to be realized and the "tie-up" with

the selling arguments presented in the creative media completed.

There are no set rules that can be applied to the preparation of Reference Advertising Copy. Naturally, different products require different presentation. But the following definite principles enunciated by Sweet's Catalog Service do apply to them all: (1) Display advertising should be subordinated to practical working data. (2) The value of white space is unimportant. (3) A description of the product should be made on the assumption that the user is unfamiliar with the detail. (4) Literary excellence is desirable, but should be subordinated to the presentation of facts. (5) Mechanical information is more important than a record of performance, although the latter has its value as proof. (6) Line drawings in plan, elevation, and section convey more information than do any other types of illustrations. (7) Line drawings have increased value when reinforced by half-tone illustrations or perspectives. (8) Dimensions, weights, and similar data capable of tabulation should be included. (9) Specifications of the products themselves and of their proper application or installation are important. (10) Trade and identification marks are important. (11) The facilities of the manufacturer and the availability of the product should be stated.

#### HOW REFERENCE MEDIA ARE USED BY THE PURCHASING AGENT

BY M. E. TOWNER

*General Purchasing Agent, Western Maryland Ry., Baltimore*

RARE are those brain cells which have photographic properties in marked degree, and few have the photographic memory. I know only of two, my father and a minister, and in both cases their brain registry ability of a photographic nature was astonishing. Even considering nature's gift in such an endowment, reference media must still be necessary to consolidate information. Modern rapidity of action and accuracy necessitate making information available in concrete and accessible form.

Among the most important of their kind are the office reference media. All well regulated purchasing offices use them, not exclusively, perhaps, but to great extent. One such book



is now at my right hand, in its regular place on my desk. It contains practically all of the really important sources of supply for thousands of items. It is a fact that we have standard sources of supply, many covered by contract, agreement, or purchase quantity orders, and this includes devices and articles made standard. However, on goods other than these the reference book is most necessary. One unusual service in its use is a checkmark placed by us in the book, indicating concerns who will hear from us when we are in the market. This checkmark also indicates our mailing list covering the commodity, and obviated the need of carrying an extra mailing list.

In educating a buyer who is new in the purchasing work such media are indispensable. The publisher of reference books for buyers should be most careful in the inclusion of only dependable sources. Selected lists of manufacturers are desired by purchasing agents rather than lists embracing all concerns, regardless of capacity of production or financial responsibility.

While there may be several media we use but one (and I find that quite the rule) and then we build up detailed data; by that, I mean we index our catalog file or library in this book. Suppose that a department head makes an inquiry in person; we immediately turn to the firm name, trade name, or classified index in the reference medium. If the information sought is adequately covered in the book, we need go no further, but, even if the information is incomplete, we find our own catalog file index mark in the book, which enables us to put our hands directly upon amplifying information in the firm's catalog or circular.

Evidently a good many manufacturing companies do not think it important to be included under one general cover. It seems to me that they are turning business over to a competitor who is listed and whose products are described therein.

Another thing that should be borne in mind is that it is impossible in a busy and economically managed purchasing department to use the circulars, advertising letters, pencils, paperweights, etc., almost without number, as reference matter. While it is true that memory plays a big part and while eye contact of regular nature registers to an extent, division of work necessitates one good or complete source of information.

We must accord its full value to magazine advertising, but

its function is distinctly different from that of reference media. Magazine advertising's great value is in bringing to the attention of possible users the various new devices, points of superiority, or new uses of old devices and familiarizing the possible users with the names of these commodities, but in only a small percentage of cases are we "in the market" at the time we read this advertising. When a need comes for this advertised product, we turn to the reference medium—then, if the magazine advertising has registered, as soon as we see the firm name, under the classification of the product of which we are in need, the advertised "story" comes back to us and that firm is likely to be asked to quote.



## XI

### THE POSTER IMPULSE TO MASS ACTION

*How the automobile and motion picture have created new opportunities for poster advertising—Constant improvement of poster facilities have awakened broader appreciation of the outdoor medium—Experiences show posters tangibly effective in influencing the rural community.*

#### POSTERS, THE MEDIUM OF TO-MORROW

BY LEONARD DREYFUSS

*President, United Advertising Corporation, New York*

IN FIFTEEN years the American people have changed from essentially a home people to an automobile and movie people. Many things have changed us in the past fifteen years from home folk to an out-of-door nation, and this change in habits and mode of life is reflected in the brevity of our advertising copy which consists now of a few words on a full page in place of the long and detailed descriptions of yesterday. Into our magazines has crept, with the change from leisurely existence to a more hurried and crowded life, what may be called "poster" copy. This short and pithy form of advertising expression is in recognition of the necessity of putting over the message for a product or institution as briefly as possible and in as appealing and commanding type as can be, in order to gain attention.

In this essentially "headline" advertising lies the strength of the outdoor poster, a strength and attraction that is augmented by its large size and bright color. More and more national advertisers are realizing the low cost of outdoor advertising as an exclamatory medium.

I have long viewed advertising as having two main divisions—the explanatory, such as the newspaper, magazine, direct mail; and the exclamatory, such as outdoor advertising, street-car, and the window display.

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The magazine pages of ten years ago showed a volume of advertising which would look pitiful to-day. So-called national advertising has increased in volume many hundreds of per cent. and the competition is so terrifically keen that the manufacturer to-day realizes that he must employ a larger amount of general-reminder advertising. So much advertising is brought to the attention of the American people to-day that we forget that we must constantly be reminded of a product by keeping its advertising ever and eternally before us.

So I have no hesitancy whatever in predicting that to-morrow insures for outdoor advertising a tremendous future. Outdoor advertising is a medium that will logically grow with the trend of our American life.

#### PASTING POSTERS ON TO BASIC IDEAS

BY C. MATLACK PRICE

*Contributing Editor, The Poster*

WHAT is an idea? And what isn't? The trouble with a great many ideas that you hear discussed at advertising conferences is that they aren't ideas. Which brings us to a study, or at least a consideration, of one of the most interesting topics in the world: the nature of ideas. Real ideas are rare and elusive. That is one reason why they are worth a lot of money when somebody captures one and brings it back alive.

One of the most important things to bear in mind when judging an idea are: first, that a real idea is basic, and that its various forms of expression are specific, and when I say that all real ideas are general as well as basic, I must eliminate all ideas which are too general; second, that a subject is not necessarily an idea. The following may illustrate the difference—suppose an artist came to me and said: "I have a great idea for a poster for O'Sullivan's Heels. Let's do a picture of old King Tut-ankh-Amen, in sandals, and say, although he was a Pharaoh, and all that, he couldn't have the foot comfort that you and I can have with O'Sullivan's Heels." The mistake here lies in what the artist thought was the idea. Being picture-minded, the thought of Tut-ankh-Amen eclipsed everything else, and he forgot that the idea of the advertisement, the idea on which



millions of dollars had already been spent, was foot comfort, and that the Egyptian Pharaoh was no more than a subject or a topic for a picture, and not an idea at all. A timely picture, to be sure, and therefore perhaps a good one, but a thing complete in itself, and of no use beyond the one advertisement.

A real idea is one which can be picturized and expressed, year after year, in a variety or variation of specific ways. To try to build a campaign on a succession of subjects, without basic unity, is to court disaster, because no matter how good some of these may be individually (and they all will be carelessly called ideas) some will inevitably be better than others, and the campaign will be uneven.

To educate a great public to think a certain thing about a product it is necessary to formulate a great basic idea which will convey that thing, and then tell it and picturize it in various ways, year after year. Few ideas stand this test—but they can be evolved. There is only one kind of idea that makes a really successful advertising campaign: the clean-cut, clear, direct, simple, readily understandable idea. Insistence upon this eliminates most of the impractical and unwise ideas and all the things that aren't ideas at all.

Advertisingly speaking, the idea of a poster is obviously more important than its design or technique. These are material and superficial, and their only necessity is to express the idea as clearly and forcefully as possible. Granted an idea is the most important thing in an advertising campaign, a poster is the best means of expressing the idea. It has been said, with perfect truth, that "a picture is the shortest distance between an idea and a man's mind." Add to this the truth that a poster is the most instantaneously comprehensible type of picture, and the chain is complete. The advertising idea is conveyed to the public with the least local motion and the least diminished clearness and strength.

The illustrative part of a poster is more forceful than an illustration on the printed page because it is so designed as to tell its own story entirely, graphically, without the aid of text. When you see an illustration with from a hundred to six hundred words of text you do not concentrate on the picture's message because you feel that at least half the story, or more, is conveyed in the text, which you may or may not have time to read.

With the poster it is different. Its picture has been simplified, non-essentials have been eliminated, it has been planned to tell its story at a glance, and its story is the basic idea of the advertising campaign.

#### SPECIALIZATION IN POSTER ADVERTISING

BY F. W. NYE

*President, Outdoor Advertising Company of America, Inc., New York*

OUTDOOR advertising is as big as all outdoors. It is part of the modern landscape.

Poster advertising is neither good nor bad, hideous nor beautiful in itself; it constitutes merely the mechanics of a display, the frame for the picture. The net result is a nuisance or an adornment according to the picture displayed.

If the picture is more interesting, more pleasing, and more beautiful than what it displaces, no nuisance has been committed. Poster advertising *per se* is not immoral. The poster may be immoral or it may be beautiful.

It is my conviction that outdoor advertising, honestly and skilfully designed, belongs to the modern landscape quite as much as the trees and the flowers belong to it.

Wadsworth disliked railways. John Burroughs, according to his close friend, Henry Ford, "had a grudge against all modern progress, especially where it was associated with the burning of coal and the noise of traffic." Ford tells in his autobiography how he helped the great naturalist to overcome this prejudice. Another American genius, Mr. Joseph Pennell, has made beautiful, through his etchings, the industrial scenes which so shocked John Burroughs. The poison of the naturalist became the meat of the etcher. Perhaps the poison of the etcher, the despised "billboard," may some day be understood and appreciated by Mr. Pennell.

Will outdoor advertising stand the test of time? Will the merciless reaper with his hour-glass cut the supports from beneath the poster board and send it crashing into oblivion? There seem to be those who think this will happen. They point to sporadic ordinances and taxes as mile posts leading toward the posterless future. The truth of the matter is, how-



ever, that outdoor advertising has already stood the test of time.

The Pompeian of eighteen centuries ago carried a stylus much as you and I carry a pencil. The nearest surface was used as a writing tablet for announcements of all kinds: personal, commercial, political. There was a political campaign in progress when Pompeii was overwhelmed by Vesuvius and many campaign documents are in evidence just as they were placed there in the first century of the Christian Era. There is hardly a vacant space upon any wall. At one point, which in the parlance of to-day would be called a high spot, a number of benches painted red and securely fastened to the ground face a wall which was evidently used as the chief bulletin board. Countless posters and signs of all kinds face the benches. Here the populace perused the notices at its leisure.

Thus the basic principles of outdoor advertising have been long established, but none can deny that within the past few years there has been tremendous development and improvement in the medium.

Twelve years ago the eight-sheet poster was the thing. There were only 16,844 24-sheet poster panels in the whole country listed at that time. To-day there are probably more than a quarter of a million 24-sheet poster boards in the 11,000 cities and towns in which standardized poster service is now available. With the shift of building conditions it is impossible, obviously, for any individual or organization to know every poster location. Nor is it essential that all of the poster plants in the very small towns should be a matter of personal, first-hand knowledge in the agency seeking to handle poster advertising. It is important, however, to know of the poster situation in each important town, in addition to the size of the plant, the number of showings, the number of regular and special panels in a showing, the cost of full, half, and quarter showings, and other similar statistical information. Likewise it is essential to know such facts as these: what sort of people own and manage the plants; is the plant underbuilt or overbuilt; how are business, residential, industrial, railway, and local buying points covered; what classes of products sell well in the town; is it a good proving ground, etc.

The outdoor advertising agencies which have this informa-

tion may be numbered upon the fingers of one hand. There isn't a single so-called general agency in the country which has this information or has the self-contained experience or equipment necessary to handle a national poster campaign.

I believe that this is an important fact not generally understood by advertisers. I therefore repeat that no general advertising agency in the United States is equipped to handle a comprehensive national poster campaign without going outside of its own organization.

It was not many years ago that the head of one of the biggest agencies in the country pooh-poohed the idea of handling printing for its clients. It is the rare exception for an agency to handle the whole campaign from beginning to end. Store display advertising, street-car advertising, and outdoor advertising are special activities in which it is still the exception for the general agent to be a factor.

The general agent is making a sincere effort to broaden his service. And this is a commendable aim. The more nearly the advertising representative of a manufacturer can approach his client's viewpoint in looking at all media in terms of what is to be accomplished, rather than as a special advocate of this or that more profitable medium, the greater will be the value of the representative's judgment to his client.

It is my opinion that when and if general agents put themselves on a par with outdoor agencies in the matter of personnel, equipment, specialization, that they can and will handle outdoor campaigns quite as effectively as outdoor agencies. There are many automobile manufacturers. Some day there may be another Ford. There are several companies which have taken leaves out of the Ford book. But as yet there is only one Ford. Likewise there is no monopoly in poster advertising. If unfair trade practices existed, they have been abolished. The advantages that an outdoor agency has in the handling of outdoor campaigns are such advantages as a surgeon has over a general practitioner in performing a delicate operation.

There has been a noticeable tendency among some of the biggest advertisers to employ more than one general agency. Sometimes a division is made according to the product advertised. Frequently the separation is based upon the media to be employed. If it is wise or convenient to introduce a spirit



of friendly competition between two or more general agents serving the same advertiser, how much more logical is it to have the advantage of expert service where specialization is urgently needed.

Poster advertising has certain eccentricities of its own. It occupies a unique position in the national campaign. It will do certain things more economically than any other medium. It has a peculiar appeal to the sales manager, the general sales manager, and the district sales manager. It has a standing all its own with the retailer. Nothing has more enthusiastic support from the salesman and clerk. It is extraordinarily useful in merchandising certain kinds of products. Its art and copy technique are totally unlike anything else in the advertising field. Though the service is standardized in nearly twelve thousand municipalities, no two towns and no two poster plants are exactly alike. The poster business is really a brotherhood. Poster men have grown up together. They meet frequently, not only at national conventions but at state conventions. The medium isn't big enough for the volume of business that exists already. It cannot be increased indefinitely. Theoretically, the service doesn't vary. Actually, the personal equation and the expert knowledge of the handler frequently make the difference between a successful campaign and an unsuccessful one.

#### MARKETING EXPERIENCE IN POSTERS

BY ARTHUR SIEGEL  
*Poster Advertising Company, St. Louis*

POSTERS can be so hooked up with selling plans and sales force that there is not a chance of failure. In our company, for example, we don't merely sell posters, we merchandise.

In so doing, our first thought in consideration, of course, is the product. Our next and most careful consideration is to bring in the sales force of that organization.

We have one manufacturer who has been posting in a territory for four years. A competitor came on the field, and by reason of having purchased the manufacturing plant, dumped carloads of goods on our client's market. The product we were

advertising sold for fifteen cents. The other manufacturer sold his goods there at ten cents. The wholesale grocery houses took the goods and stocked the retailer. We were quite alarmed. There wasn't enough profit in this product as manufactured to put a big campaign back of it, but we had been advertising that brand for three years. We banked on the fact that the public was so well acquainted with it as to refuse to be induced to purchase an unknown brand. We boosted the campaign just a little. That occurred more than eight months ago. Making a survey of the market recently, we found that our goods were moving as well as before. The other goods are on the shelf. Now that is hooking up absolutely, and putting your goods over on the strength of advertising, against lower-priced goods.

Our next success was the newspaper campaign. In a southern town we mapped out a campaign for a large manufacturer who had distribution and sale. The break of this campaign was a page in the newspaper with a coupon. This coupon was redeemable at the grocery store for a free package of goods with the purchase of one of the other brands put out by the same manufacturer. That ran in one Sunday issue. It was backed by three months of posting. The coupon deal put the merchandise into the hands of the consumers. The campaign has been running for six months. So far we have gained two hundred and fifty new customers. I think you will be bound to say that is a pretty good back-up for posters.

Another campaign of ours that is quite interesting is one designed to sell wearing apparel, collars, ties, shoes, or anything that is sold in a haberdashery. The first move is to bring in the selling force and tell them exactly what we are going to do to back them up. Then, in this campaign in the small towns, we put the dealer's name on the posters. For the first month the manufacturer pays the entire cost. For the second month of the campaign the manufacturer furnishes the posters and pays half of the expense of posting, the dealer meeting the other half.

The city of St. Louis offers another good case for poster advertising. For three consecutive terms this city has attempted to put over a bond issue. But everyone was for his own community, and against every other, so that when it came to a vote



each one scratched the other, and we couldn't get an issue. This year the campaign was put on by posters placed in the city parks, along the boulevards. Wherever there was a place in need of something, there went a poster, so that along King's Highway a poster would say, "Penrose Park—But What Are You Going to Do with It?" These posters stayed up talking to the public for about four months. Nobody knew who put them up, but everyone recognized their truth. The newspapers got back of the campaign and helped. Three days before the bond issue was to be voted upon, posters reading "Vote Twenty-one Times 'Yes' for the Good of Us All!" appeared throughout the city. At that election St. Louis put in an eighty-seven million dollar bond issue. The poster medium helped to do it.

#### WHAT ORGANIZATION MEANS TO ADVERTISING

BY W. W. BELL

*Executive Secretary, Poster Advertising Association, Inc., Chicago*

OUR complex modern civilization, with its mass selling, mass buying, mass living, and mass thinking can be dextrously and successfully handled only by some form of organization. Composite thought, endeavor, and abilities are necessary.

Organization is always protective, and this is particularly true of organization dealing with advertising. It is protective not only to the individuals of the organization, but also to the patron or user of the medium. It represents a guarantee of service, an assurance to the buyer that there is more than a mere statement of an individual back of the contract or agreement.

If our idea and knowledge concerning advertising had been as great years ago as to-day, civilization would have advanced more rapidly. Advertising is the only force that can be employed successfully to counteract the natural hostility of the public toward all radical changes or innovation. The introduction of steam transportation was seriously delayed by the prevalence of the notion that a speed of thirty or more miles an hour would greatly hinder the free circulation of the blood. Fulton and his steamboat were held up to ridicule. The first

sewing machine placed on exhibition by Howe was smashed by a mob. Murdoch was sneered at because he suggested the use of gas for light.

To-day we know better than to try to introduce something new without first creating an understanding of the thing and a demand for it by proper presentation of the matter by advertising. Advertising in those days was done in a haphazard way. Now it is organized. Then it was held dishonorable for one merchant to attempt to entice away the customer of another, while at present, advertising is the soul of business. This has been brought about by a close and persistent study of the problems by a few, and finally developed to a high efficiency and understanding by organized effort. Prior to the forming of the Associated Advertising Clubs of the World, the slogan "Truth in Advertising" had not been heard of, much less practised. In those days, local merchants as well as many of the national advertisers displayed flagrantly misleading statements in their advertising copy.

The Associated Advertising Clubs of the World have in the last four years made a wonderful stride forward in the development of a better understanding of the problems confronting the various media, as a result of getting together in their twenty-two departmental and inter-departmental sessions, of which our Poster Advertising Association is an important unit. The departmentals now fully appreciate that their own members are benefited and that their patrons are very much better served by vigilantly guarding the slogan "Truth in Advertising," and by their contributing continually in the support of the "Vigilance Department" of the A. A. C. of W., which is constantly guarding the buying public from false or misleading statements.

The Advertising Commission of the Associated Advertising Clubs represents what might be termed the investment part of the organization, while the formation of the club itself, with its many sustaining members and departmentals, reflects to a greater degree the social and educational department in a big constructive way. Through the efforts and promotional work of this organization there have been important developments made in advertising, namely, less noise, less hurrah and sensation, and in its stead more quiet, efficient work is being



done. Therefore a greater number of people believe in it. Readers of advertising copy are more easily convinced, and buyers of advertising are thereby benefited, for their dollars go further. All this is due to organization.

Outdoor advertising owes much to our own organization, the Poster Advertising Association. There is no other medium of advertising that has made as much progress in the past few years.

Outdoor advertising of a kind was made use of centuries ago and probably dates back farther than any other means of making known; for we find that gladiatorial contests back in the days of Pompeii were heralded in colors, red and black predominating, and centuries ago in Egypt the capture of runaway slaves was often effected through the distribution of hand bills made of papyrus, with a description of the fugitive and an offer of a reward for the capture. However, it was not until recent years of organized effort that poster advertising began its rapid evolution.

In 1914 we adopted a resolution making it necessary for all members interested in retaining their membership to rebuild their plants in conformance with approved specifications. This was done for the purpose of securing a uniform panel structure, 11 by 25 feet, in order that an advertiser could be assured of uniform service throughout all cities and towns represented in our membership.

At this time also the Association appointed a Censorship Committee to guard vigilantly and censor all copy. This department is a permanent one of the Association and is an assurance to advertisers using our medium that their posters will always be in good company.

That we may feel assured the advertisers will be served according to proper standards, the Association maintains constantly a crew of field men or inspectors, visiting members in all states, educating and instructing them, and reporting any member that may be found guilty of incorrect practices. Poster advertising with its persistent repetition and dignified simplicity creates an appeal and an impression that no one can forget. It is valuable to advertisers because "Selling is telling," and color and pictorial copy tells it most forcefully. It is the most flexible of all advertising media. While it offers a nation-wide distribution,

covering about eleven thousand cities and towns, and has circulation reaching more than sixty million people, it is available for a single city or any one state. Due to the efforts of organization, advertisers may know that whatever territory they desire to reach, whether in a small way or nation wide, their posters will be displayed on the same sort of uniform panel and be properly maintained for the full thirty days or the period contracted for. And they may rest assured that this big organization is working diligently every day in an honest endeavor to produce 100 per cent. service according to its ideals and standards of practice.

#### COÖPERATIVE MARKETING FOR 76,000 FARMERS

BY STANLEY Q. GRADY

*Director of Sales and Advertising, Dairymen's League Coöperative Association, Inc., New York*

IN THE last ten years a new force has made itself felt in American business. That force is coöperation, and coöperative farm marketing is one of its most important manifestations.

The farmer, notwithstanding that his is the poorest-paid business in the world, is to-day the biggest purchaser of all products in America. He is a potential customer of every industry in America. Coöperative farming had its beginning in California. Last year twenty coöperatives in California did business amounting to more than two hundred million dollars. You must appreciate what this means in a state so thinly populated as California. The part advertising has played in this showing is evidenced by the fact that Sunkist Oranges and other California products have become almost household words throughout the country.

Some twelve years ago the farmers of central California and the vicinity surrounding Fresno were living on what was practically a desert, until irrigation made grapes grow more plentifully there than in any other soil in the world. Approximately eighty thousand acres of land are under cultivation, producing about seventy thousand tons of raisins, marketing fifty thousand, and holding twenty thousand as surplus. Farmers were marketing at one cent and two cents a pound, a return which, in many instances, did not pay the interest on the mortgage.



They had no means of increasing the capital consumption. Their only market was to packers, who paid them what they could get for the article.

Now in all lines of agricultural merchandise, the packer or dealer buys at the flush time, when the farmer must sell, and holds the goods till the market needs it. Consequently, his return from the consumer is often much larger than the farmer's, though the farmer took all the risk and labored from the planting until the harvest. Finally, facing continuous failure, and realizing that something must be done to cure this condition, the farmers instituted coöperative marketing. In the beginning it meant simply a labor union whose ultimatum was, "we don't sell below a certain price. This gives us a fair profit." Speculators, discovering in time that they could not buy as before, paid the price.

Now that was partially successful. Collective bargaining solved the first part of the problem. But it did not take care of the increasing production. It did not take care of the bumper crops, because, in order to sell people more of any one product than they have ever consumed before, you must either create out of that product a new article, or create an increasing desire on the part of the consumer. Hence the farmer soon was brought to realize that he must pass from collective bargaining to real coöperative merchandising.

In 1920, when markets were breaking all over the United States, the farmers had thirty thousand tons of raisins out in Fresno; ten thousand tons were in the jobber's warehouse, sold to him on a guarantee price, and the consumer was not interested in raisins at all, owing to their extremely high price. The retailer who, a year or so before, had bought eight and ten gross of packages now considered himself over-stocked if he had a dozen packages on the shelf. The farmer had thirty thousand tons that he must sell, but he couldn't until he had moved the thousands of tons in the jobber's warehouse. He couldn't move those until he had made the retailer interested in purchasing them from the jobber. He couldn't interest the retailer until the customer was sold on the raisins.

Prior to this time all the raisin advertising had been done in magazines and color pages, very little by newspaper, and none by poster. The foundation of our campaign was laid by telling the

"Raisin Growers' Story" to three hundred and twenty thousand growers in the United States. These men coöperated with the jobbers, and launched the largest campaign ever run in the world. They spent half a million dollars in eleven months. They had to do this because, in eight months' time, their problem had to be solved before a new crop would be harvested in the fall. The campaign was started late in February. That was when the little five-cent packages of raisins were introduced. These were designed not simply to create a new use for raisins. Putting the fruit into small packages was a method adopted to sample the American public, and make them pay for the sample.

In four months' time we sold four hundred millions of those little packages. Each little package was a replica of the big package, and was instantly identified with the big one. The campaign, of course, had to start with the retailer. Still, the retailer had to go to the jobber's stock, and do that many times before the jobber was ready to buy again from California. Moreover, by that time the jobbers commenced to dump their goods on the market at lower prices, and we were forced to take back goods, cancelling contracts. We took back twenty-five thousand tons, which with the surplus on hand made a total of fifty-five thousand tons of raisins which must be sold before the first of September. During the spring and early summer months, though the results were hardly apparent, there was nevertheless a constant movement from the jobber to the retailer, and from the retailer to the consumer, and when the fall campaign started the first of August we sold in sixteen days the entire amount on hand and some of the new crop that was coming in in September. Altogether, on the eighteenth of October, 93,000 tons had been sold.

It wasn't any particular man who turned the trick, nor did we use any special medium. It was simply merchandising instead of bargaining. The farmers went at the vital elements of the problem. They told the American public about the real health-giving qualities of raisins. We talked so much and so often about the vitality-giving qualities of the iron content and the sugar content that we got the American public to eating raisins every day. We increased the consumption to the point at which it actually absorbed the surplus!



The next step of the raisin producers was to do their own packing. They now have thirty-six plants in Fresno, the most efficient and sanitary that money can build, and run by experts.

The Raisin Growers' Association's advertising did not stop, however, with the campaign described above. Last year the raisin growers had an increasing crop coming on. With growing prosperity, the farmer increases his land cultivation, with this comes increased production, and increased consumption must be built up by advertising. With the bumper crop coming on, the farmers decided to extend their market, and Europe seemed the most logical place to enter. A year ago last February, therefore, I went to England to start the initial campaign there. I spent two months organizing an advertising campaign and selling force. The British didn't want our Sun Maid Raisins. For eighty years certain interests there had controlled the dried fruit market, and had succeeded in keeping it a bulk market. As a bulk market, without an established brand, the dealers could absolutely control it. They could buy in South Africa, Australia, or anywhere they could purchase to the best advantage. With the advent of an established brand, that power would pass, so they didn't intend to have Sun Maid Raisins go on the market.

But the American farmers had to have that market; England had to take part of the surplus crop if it was to be merchandised, so the British boycott was answered by the biggest food campaign London has ever had. The farmers spent two hundred and fifty thousand dollars in sixteen weeks in London alone. Front pages in all London papers were used, together with the most complete poster showing possible in London. Hoardings, busses, the underground subways, even the freight wagons, were covered with Sun Maid Raisin posters. At the end of three weeks we had seven thousand retail accounts. Then the jobbers had to come in, and that little five-cent package blazed the trail. The big packages followed, and twenty thousand tons were sold in Great Britain in the past year.

Another type of merchandising which illustrates a point is the story of the Dairymen's League of New York. The city of New York has to have every day three million quarts of milk. Cows give a varying supply of milk. Therefore, to supply New York with a definite amount of milk there must be a large sur-

plus at times of minimum production. The surplus of milk, which is a very special product, has always been sufficient, but with extra production the surplus would be enough to break the market.

Seventy thousand farmers of northern Pennsylvania, northern New Jersey, Connecticut, New York state, southern Massachusetts, and Vermont constitute the national milk shed and form the Dairymen's League. Three years ago it wasn't in existence; now, it has one hundred and twenty plants scattered throughout the milk shed, and owns three great ice-cream factories, the best in the world. There are a million cows from which the milk is taken and concentrated in the various concentrating stations. During the month, the League handles approximately four hundred million pounds of milk. Moreover, the League has built up sixteen million dollars' worth of assets. It doesn't owe the bank a dollar. It is handling its own surplus of milk in its own canneries, condenseries, and butter factories.

In the beginning, these farmers depended also upon collective bargaining. Once a month they met their dealers. They had the same influence as a labor union, and the dealers had the established brands. The Borden Company, which owned the brands, could say what market conditions were, and the League had all it could do to hold out. Two years ago there came a time when there was too much milk on hand. The condensers said, "we can't deliver any more." Whereupon, in self-defense, the League farmers put up their own condenseries, started producing more milk, and sold approximately one million cans.

This year they decided to merchandise, and started after the New York market. On February first their trade name, "Dairylea," was adopted. To-day eleven thousand stores are carrying Dairylea milk at the highest price paid for first-quality goods.

That is the story of how farmers merchandise when they can get together and utilize the power of the collective weight of their combined money. It also gives you an idea of what can be accomplished by advertising, but the individual farmer could not advertise without coöperation. With coöperation he has at his command an almost irresistible force.

Both the dairymen's and raisin growers' campaigns have been accomplished largely by the use of posters, augmented by pages



in all of the newspapers and magazines. Both have been the biggest examples of successful coöperative advertising that the world has ever seen.

#### WHY PILLSBURY USES POSTERS

BY M. M. HUTCHINSON

*Manager, Pillsbury Flour Mills Company, Minneapolis*

POSTER advertising should be used not to supersede other media but rather to supplement them, and fulfil a mission which, while independent to a certain degree, is merely an integral part of the whole advertising campaign. Though important in itself, it is more important in relation to the purpose it serves in completely rounding out our entire scheme.

It is our judgment that poster advertising can make all of our other advertising more effective, and that all of our other advertising will in like manner make our posters more productive if both are properly coördinated in our advertising plan. Our poster campaign will have a threefold objective, namely, to sell our salesmen on our products and campaign, to sell our dealer organization on the degree of coöperation we are giving them, and to promote sales of our products. Last, but not least in importance, we use poster advertising to sell the woman who is the ultimate purchaser, and send her into the store with a buying urge.

#### HOW POSTERS GREW WHEAT IN THE MIDDLE WEST

BY LEONARD W. TRESTER

*Association Member, Omaha*

IT WAS a little squib in a newspaper that brought to our attention the fact that a group of men in the states of Nebraska, Kansas, western Missouri, part of Omaha, and the Panhandle of Texas had met recently and organized the Southwestern Wheat Improvement Association, the purpose of which was to interest the farmer in the necessity of cultivating the soil more intensively, and in the production of a better grade of wheat in our great wheat territory. The direct results, of course, would

be in a greater cash income to the farmer, and the poster advertising men of this territory saw an opportunity to render a service to the men engaged in the business of growing wheat.

The Southwestern Wheat Association's membership includes railroad officials, bankers, farmers, boards of trade, millers, chambers of commerce, grain dealers, and newspaper men who have had from the beginning as their object the encouragement of better farming, to the end that wheat growing in the Southwest would produce a maximum yield per acre and would be of such quality as to command the highest price in the markets of the world.

We met with the officers of the Southwestern Wheat Improvement Association on several occasions, said that we believed we could be of assistance to them in broadcasting their message to the farmer, and in the months of August and September the Poster Plant Owners in the states previously mentioned put up seven hundred and fifty full twenty-four inch posters.

The results of this campaign were more than even the most optimistic of us had hoped for. It has been estimated that the actual cost to an advertiser had he purchased this space would have been twelve thousand dollars. The posters carried a huge sheaf of wheat in the center, and were addressed to "Mr. Wheat Grower" with this message: "Better seed wheat means better quality and more bushels per acre, with \$3 to \$5 more per acre to you. Why not make this extra money by sowing hardier, purer, cleaner, and better seed now?" Following these posters came the addresses of the State Agricultural College and of the Southwestern Wheat Improvement Association.

During this campaign which the Poster Advertising Plant Owners conducted in the interests of the Southwestern Wheat Improvement Association, these posters were displayed in one hundred and thirty-seven counties in the five states. These counties represented an average wheat production of 104,230,943 bushels, or one seventh of the wheat produced in the United States.

You can readily see that if in this territory the wheat grower would use a better grade of seed wheat and cultivate his soil more intensively, that, figuring on the minimum basis of an average increase of three bushels per acre, it would mean an increased wheat production in the territory covered by poster advertising,



of very nearly thirty-three million bushels of wheat. If this wheat were figured at a minimum price of one dollar a bushel, it would mean that the farmers in the hundred and thirty-seven counties in these five states would have approximately thirty-three million dollars added to their purchasing power.

We feel that by calling the attention of the farmer to the dollar-and-cents value of cultivating his soil more intensively, of using fertilizers, restoring its growing value, and using better seed wheat, we have been helpful in restoring, or rather, in increasing, his purchasing power. He is then better able to enjoy those things which make life worth living, to educate his children, and to occupy that place in society which rightfully every man should occupy and enjoy.

Increased cash in the bank means to advertisers of nationally advertised goods of known quality that they will get their share of the business in this great wheat territory.

#### A CITY BUILT UPON ADVERTISING

BY LOUIS ST. JOHN

*Secretary-Treasurer, Atlantic City Poster Advertising Co.*

Just fifty years ago the first steam passenger train left Camden, New Jersey, en route to a little village on the Atlantic coast that has since become Atlantic City. It was unquestionably a wonderful train for that period, and the passengers were so interested in its well doing that not infrequently, when stopping for fuel en route, the patrons of this train de luxe willingly assisted the fire boy in loading on the wood. This was the only train into the resort for the day, and since its heavy load consisted of from twenty to fifty passengers, coping with the crowd was no very difficult matter. That was fifty years ago. Statistics show us that twenty million visitors now come to Atlantic City yearly, and its remarkable growth is revealed by the annual reports of buildings which show the value of construction during 1922 to have reached the total of \$8,419,528. The taxable property now amounts to two hundred million dollars.

Some cities grow by accident. Others by oil booms, and similar drawing powers, which act as a magnet. Atlantic City has grown by efforts of its citizens, and its wonderful develop-

ment is entirely due to the hard work of its pioneers who saw the opportunity to build an attractive resort on Absecon Island. They laid an excellent foundation and they built well, and upon this foundation has been constructed an all-year haven of rest and recreation.

Truly, it can be said that this resort is a living example of successful, well-laid-out, and carefully planned advertising. This signal success provides a most worthy example for other communities, and even for manufacturers who may be struggling for recognition because it is safe to conclude that Atlantic City's visitors did not come here solely of their own accord but because of the persuasions of the advertising of Atlantic City and the enterprise of its citizens.



## XII

### THE BASIC APPEAL OF THE SILVER SCREEN

*How non-theatrical circulation of motion pictures performs vast educational benefits—A successful film depends upon rapidity of "action"—The industrial welfare side of the movie—Showing what the product does rather than what it is—Slides as a stimulus to buying.*

#### GETTING NON-THEATRICAL CIRCULATION

BY GEORGE J. ZEHRUNG

*Director, Motion Picture Bureau, Industrial Department, Y. M. C. A., New York*

**S**PEEDY development of the use of motion pictures in the non-theatrical field is due largely to the unsatisfactory results of attempted distribution of business pictures in the theaters. Pictures of universal interest, timely and on a par with average entertainment subjects, have been and may continue to be shown in small groups or circuits of theaters. They are the exception rather than the rule, and it is only the unusual product with universal appeal that is incorporated occasionally in the news or magazine reels. Don't forget that the public pays for entertainment and resents being sold to or preached to. Pictures that do reach the theatrical screen are governed by the subject and quality of the production.

On the other hand, the non-theatrical field which recognizes the magnetic force of this universal language desires to harness it as an aid in solving the problems of school, church, welfare, and business. It offers absolutely without contradiction unlimited business potentialities.

Three methods now operating may help to solve this problem of "Reaching Your Market":

- I. The Non-theatrical Exchanges.
- II. The Governmental Agencies.
- III. Direct Company Promotion.

Of the first of these—the Non-Theatrical Exchanges or Distributing Centers—there are three distinct kinds:

(A.) The commercial or entertainment exchange, providing pictures on a rental basis who will either purchase or accept prints from you and place them in their commercial programs or accelerate exhibitions of your film for a stipulated sum per showing.

(B.) Institutional exchanges furnishing programs to schools, churches, and other organizations in a limited territory free of charge or at a small cost. Our university extension division or visual education centers are examples of this type. Few if any purchase prints but rely upon the donation of the manufacturer. Some of these organizations provide periodically a summary report.

(C.) The third division, commonly recognized as Service Bureaus, operates similarly to the institutional exchanges but are promoted from a different angle inasmuch as they have their own organizations through which to work and are not compelled to seek exhibitors. As a rule the service exchange does not accept or require initiation or rental fee. They usually operate from headquarters with an unlimited field and a great variety of exhibitors and audiences. This type of service is maintained by a subsidy, donation, flat rate per exhibition, or on a per-reel basis.

The second method, the bureaus or departments of the Government, are or should be furnished only those subjects which are of direct benefit to the people of the nation and those which can rightly be classed as instructional or informational. I hope that the day will soon come when our public officials will grant greater appropriations of public money for extensive promotion of this valuable work. But unless a production is of such a nature as to be of direct benefit to the national welfare, through special groups or classes, and is produced from the human and economic angle the Government should assert its right to prevent exploitation of a public service for private gain.

In using the phrase "Direct Company Promotion," as the third method for film distribution I refer to the special efforts on the part of individual companies in reaching their market. Successful distribution depends entirely upon the perfected plans and performance of the advertising campaign.



The simple and effective way for a business concern to start a motion-picture campaign is as follows:

1. Let the Executive Department of the corporation or firm decide that motion pictures are or are not adapted to their purpose.

2. Place the operation under the exclusive direction of a single, carefully selected executive or employee.

3. Tabulate your annual advertising appropriation for all purposes—newspapers, periodicals, outdoor and direct mail—and then set aside a percentage of the total to be applied to your motion-picture campaign.

4. The job of obtaining the right kind of production is absolutely your own. When you go out into the market to buy goods you usually look into the standing of the concern from which you buy, the quality of its product and its ability to deliver. Just apply the same business principles to your motion-picture production and you will probably get the right goods.

May I suggest that you forget the foolish "movie" scenarios. The concentrated thought of your organization, built up over a period of years, into a success, is *your* scenario in every case. Ten thousand stories can be written around a peanut roaster but these stories except possibly in some far-fetched or accidental way will have nothing at all to do with either the making, selling, or operation of peanut roasters. Your production must be supervised by you but the technique of visualizing your production must be left to your producers.

5. Check the results from your motion-picture advertising with the same care that you give to the other campaigns. You understand, of course, that in motion pictures the original cost is the greatest. The same film you used the first year may frequently be used with even greater advantage the second.

In remodelling the old film, which because it brought no results you have stored in your vault, first speed up the action. Long and technical titles provoke distraction and disgust. Short and simply worded titles will hold attention.

The executive designated to head your film activities should inquire of your Trade Advertising Association or film producer for names of the best film-distributing agencies. He should then ascertain how their services can meet his particular need. Don't take the distributor's word for it. He is generally too

enthusiastic. Write or call on some of the business concerns given as reference, particularly those whose problem or market is similar to your own. Ask them, and on their statement of the service rendered and results obtained decide upon where and under what terms you will place prints of your film.

The time is not ripe for the big non-theatrical enterprise. The field or market is not organized and cannot financially support distributing or producing organizations. That accounts for the ever-increasing size of the graveyard of non-theatrical concerns. When some of the established foundations wake up and realize the power of the film and the portable projector then and only then will especially prepared material be supplied, at cost, possibly, to these organizations which are now calling for help.

The fact that people want to see what others do and how they do it accounts for the business picture in the social program. In industry and welfare they emphasize the sense of responsibility to and their dependability upon others. What is the value to your organization of these exhibitions with their vast audiences which run the whole scale of purchasing power? Do you want to reach them? Then devote your efforts to the non-theatrical field.

#### MOTION PICTURES IN WELFARE PROMOTION

BY BENNETT CHAPPLE

*Advertising Manager, American Rolling Mill Company, Middletown, Ohio*

It is imperative that confidence and good-will be maintained between management and worker, and, so far as the American Rolling Mill Company has had experience, the motion picture has played an important part in building up this mutual interest. In addition to regular "movie nights" for employees, the company has used the motion picture to even better advantage through recording different company activities. The company purchased a motion-picture machine, trained the plant operator to its use, and shortly found itself participating in civic work, through the motion picture, in addition to the company picturing.

Through the taking of these local motion pictures the American Rolling Mill Company has been permitted to do a very



substantial civic work which in itself has an important influence on industrial relations between the company and its men. Pictures of the Middletown Tuberculosis Camp, the Baby Day Parade, Industrial Baseball League Games, Boy Scout Camp, Girl Scout Activities, Field Day, Community Swimming Pool, Community Picnics, May Day, and a hundred and one interesting community activities, have each played an important part.

While these pictures are not confined to the work of the American Rolling Mill Company or to the inner walls of the plant, they help to broaden the understanding of the ARMCO family and build a civic consciousness which in itself promotes and stabilizes industrial relations. Too many industries confine all their efforts within their own walls, without realizing that they can help themselves as well as help the community by taking an active part in community affairs, and at the same time showing their employees that the company is interested in something more than the almighty dollar.

The films which the American Rolling Mill Company has taken of the civic activities have been much in demand throughout the country. The Boy Scout film and the Girl Scout film have been pronounced by the heads of these two national organizations as two of the best films of their kind ever taken. If the American Rolling Mill Company had not been using a motion-picture machine to aid in its mutual-interest work, it would not have been in a position to take these pictures and in this way make a major contribution to the wonderful work of both the Boy Scout and Girl Scout organizations of America.

In my judgment, a motion-picture camera and a good projecting machine to show the work of that camera, are a very successful adjunct to any program of mutual-interest work.

#### EDUCATING THE WORLD THROUGH INDUSTRIAL FILMS

BY M. F. LEOPOLD

*Department of the Interior, Washington*

INDUSTRIAL films are every day proving the truth of that old proverb, "Seeing is believing."

To this end the Government is coöperating with various

American manufacturers in the production of authentic industrial films that will show, in a most graphic and educational manner, the methods used in the manufacture of various commodities, from the raw material to the finished product. These films are produced under my direction, and after having received the approval of the officials in Washington, the seal and name of the Government are placed upon them; this vouching for their authenticity and educational value. These are used at the present time by the majority of leading colleges and universities throughout the country, chambers of commerce, boards of trade, and all other types of civic and educational institutions.

These same films are sent by the Government to foreign countries with the object of acquainting the peoples of other lands as to the efficient methods used in the manufacture of American products, and the point is brought out very clearly that quantity production of the product does not jeopardize its quality. This is a potent factor in selling American products abroad.

The entire cost in connection with the production of these films is paid for by the coöperating company, as well as all expenses in connection with furnishing the Government with a sufficient number of prints for circulation. The distribution of these films is taken care of by the Government and complete records kept in this respect.

#### MOTION PICTURES IN COMMUNITY ADVERTISING

BY CHARLES F. HATFIELD

*President, Community Advertising Association*

POSSIBILITIES in advertising on the screen are not even comprehended as yet. There is that wonderful picture, "Down to the Sea in Ships," which, without any commercialism, has put New Bedford on the map. The public-spirited citizens of St. Louis raised a fund of \$30,000 to produce an historical picture entitled "The Spirit of St. Louis." The St. Louis Chamber of Commerce spent several thousand dollars in making a picture of the commercial and industrial life of St. Louis. Two reels of this film have been used by the Rotary



Convention Committee, and it has been sent to twenty-six different countries, in addition to the thousands of Rotary Clubs in this country, all for the purpose of increasing the attendance at the International Rotary Convention which is to be held in St. Louis in June.

There is hardly a city that has not some outstanding historical event that could be built into a romance, filmed, and used as community advertising matter. Industrial and commercial life in any city also offers excellent subjects for publicity material.

#### ANIMATING THE TECHNICAL PICTURE

BY G. R. FESSENDEN

*Northeast Electric Company, Rochester*

PEOPLE are more readily interested in seeing what a machine does than what it is, or how it is made.

Take the ignition system on an automobile for example, it would be a difficult matter to hold the attention of an audience for very long if we were to show on the screen the various stages of machine work, assembling and testing that go into its manufacture, no matter how excellent the photography might be or how skilfully the scenes might be arranged. Of course it is always possible to give any film dramatic interest by resorting to romance or melodrama and weaving the industrial material into it with as much semblance of naturalness as the subject permits. But with such treatment there is a serious danger that the effectiveness of the industrial part will be cut down just in proportion to the extent to which it is subordinated to the romantic.

This is due in large measure to the fact that nobody except the manufacturers or engineers in the same business are really interested in all the mechanical processes by which this class of product is made. On the other hand, practically everyone has a real or at least a potential interest in how the ignition system works on a car and back of this interest is a desire to get better results from its use through better understanding of its operation.

The fundamental problem in handling this functional treat-

ment of a subject is to make the explanations technically accurate and yet keep them simple and graphic so that they can be taken in without effort by a non-technical audience. This means that the subject must be reduced to its lowest terms and only the most significant points selected for telling the story. After the selection of these points the order of their presentation becomes of vital importance because they are usually interdependent to such a degree that each one pre-supposes some understanding of the others.

There are usually two ways of handling this problem. One is to ignore the dilemma and proceed as if the audience did have a general understanding of the subject. Then as each point is brought out, elaborate upon it and fully explain those items, some knowledge of which it was necessary earlier to assume. The other way is to present first the subject very briefly as a whole and then having established the interrelationship of the various parts in detail, make each part clear by itself. With either treatment it is vital to sum up the subject at the end so as to leave a unified impression of how the different principles work together to produce the results.

Without doubt by far the best method for handling the functional side of a product is by means of mechanical animation. But where this method is employed great care must be exercised not to make the film too monotonous. It has been found, in my own experience at least, that the most successful, as well as a harmonious relief from the possible monotony of animated drawings is the introduction of an element of humor.

Another very essential relief from a technical animation is the use of regular photography showing the apparatus in use or showing how its parts look when they are in operation.

The final success of a technical production depends to a very large degree upon the proper weaving together of these three elements, mechanical animation, cartoons, and the regular photography in such a way that the transition from one to the other follows the natural inclination of the observer's mind so that his attention will be held by the logical unfolding of the subject instead of being distracted by hit-or-miss showing of various views which do not have much meaning outside of themselves.



## THE VERSATILITY OF THE PORTABLE PROJECTOR

BY ROY L. DAVIS  
*The De Vry Corporation, Chicago*

PORTABLE motion-picture projectors are proving valuable allies to manufacturers, and becoming increasingly important in aiding factory owners to flash messages to their employees. One factory of which I know uses pictures to show the men how to care for their tools.

County farm bureaus, where farmers meet to learn more about better methods of raising crops, present to the International Harvester Company the means of house selling with portable projectors and film; schools and churches, clubs and organizations have been invaded by the manufacturer of portable projectors and the desire for his product or good-will for his organization has been fostered.

During special weeks, dealers' stores have been turned into motion-picture theaters, and crowds have gathered to witness the demonstration of the product on the screen. Salesmen and factory hands are being trained by motion-picture projectors and film. Portable projectors are furnishing relief to the grind of long factory hours, taking tired minds thousands of miles away to foreign lands, or relieving physical strain through mental recreation.

And so the uses of portable projectors go, instructing and training, selling and entertaining, advertising and demonstrating propaganda, both in America and in every country abroad. The portable projector has opened up a new field to American industry. The most illiterate can understand the universal knowledge of the motion-picture screen and the portable projector makes it possible to speak this universal language anywhere.

## THE FUTURE OF THE SCREEN ADVERTISERS' ASSOCIATION

BY DOUGLAS D. ROTHACKER  
*President, Screen Advertisers' Association*

MANY problems of the user of motion pictures for commercial purposes, as well as many problems of the film manufacturer,

are being solved through the coöperative medium of the Screen Advertisers' Association.

We all know there are to-day many buyers of motion pictures who are not satisfied with the results they have secured in trying to circulate subjects. In some cases this is the fault of the buyer, but in the majority of cases it is the fault of the salesman securing the contract who has not given thought and analysis to this important service to his customer. Many of these subjects now lying idle could with minor changes, and some without any changes, be circulated through the many non-theatrical sources with entire satisfaction to the now dissatisfied customer, and in order to create a center where proper information could be secured from one who has given a study to the circulation of moving pictures and slides we appointed Mr. George J. Zehrung of the International Committee of the Y. M. C. A. as a representative, to act as a clearing house of inquiries relative to the circulation of interesting and educational moving pictures and slides.

We have furnished the Speakers' Bureau with a list of names from which they could draw for talks dealing with the screen medium. For the same reason that I mentioned before, this list was selected from national manufacturers who have studied the possibilities and problems and have successfully used and circulated motion pictures and slides.

We feel that the most important improvement of the department the past year has been the opportunity for us to get together and know one another better, and I am sure that we have found that our competitor is a rather good fellow after all. We are also confident that this personal contact will be productive of cleaner and better competition and, gentlemen, when we do accomplish this our sales-promotion methods will command greater respect and each of us will be more successful financially and certainly more happy in our work personally, because we have a real work to do. We offer for sale the most powerful of mediums, that of telling a story in a universal language to a 100 per cent. reader audience. Let us all pledge ourselves and keep that pledge to build up, and not destroy.



## THREE MILLION CIRCULATION FOR A HUNDRED DOLLARS

BY DAVE H. HARRIS

*Standard Slide Corporation, New York City*

"SLIDE-VERTISING" seems to pull results naturally. First, the slide is prominently displayed on the screen, which the audience is constantly facing, so that your message on the slide is bound to get attention. Second, the slide permits the unlimited use of color, so that the product advertised can be reproduced exactly as it is. Third, the circulation is all desirable circulation. The "slide-vertiser" is reaching people who by the very act of paying even a moderate admission fee to a movie theatre prove that they can afford more than the bare necessities of life. Fourth, the message reaches them while they are in an agreeable frame of mind.

Another strong point in favor of the slide is the fact that this live medium ties up the advertising of the manufacturer with that of his local dealers. Many of the leading manufacturers are to-day furnishing to their dealers slides with the dealers' names already imprinted thereon. And the retailers have been quick to grasp the opportunity to employ an extremely resultful form of advertising at merely the small cost of theatre screen space, and at the same time share in the prestige of the manufacturer.

Your dealers who use advertising slides agree to sign up for six months' or a year's advertising in their local movie theaters, thus securing the exclusive use of that particular screen for his line of business, so as to keep out his competitor. Hence you can readily see that dealers are always on the lookout for something new to put before their prospective customers, and the fact that approximately 8,000 theaters throughout the country are showing advertising slides means that if a slide is used only one week it would necessitate the use of 8,000 slides.

You can see the possibilities. The average manufacturer who has 5,000 or even 10,000 dealers using his products should feel that he's getting excellent results if he secures only 500 dealers' requests for slides. If they "slide-vertise" regularly, it is certainly a good average; and you can readily see the percentage

in comparison to the number of theaters showing advertising slides.

The actual cost of slide advertising in the average theater is anywhere from \$1.00 to \$2.00 a week. As progressive advertisers, you can readily see that even \$6.00 a month is a very small investment to reach practically all of the prospective customers in your dealer's immediate vicinity.

If you had a list of only 400 of your dealers to which you could furnish slides bearing reproductions of your advertisement in the *Saturday Evening Post*, the *Ladies' Home Journal*, or *Collier's*, a week or so before copy in the national medium has been run, you would have a complete tie-up and secure double advantage.

I find that quite a few manufacturers are coming to realize the vast possibilities of this tie-up; concerns like the makers of Apollo chocolates, Arnold shoes, Emery shirts, and dozens of others. For once you start on the right track the enthusiasm of your dealers will be instantly evident.



### XIII

## EXTENDING CHURCH INFLUENCE THROUGH ADVERTISING

*If church advertising is to succeed it must closely parallel the program of church activity—Same methods which business has found resultful may be readily adapted to church needs—How various churches have used advertising mediums successfully—Advertising religion is an inheritance from early ages—The need for coöperation in creating a broader church-consciousness.*

### SIX REASONS FOR CHURCH ADVERTISING

BY WM. N. BAYLESS

*The Tiffany-Bayless Company, Cleveland, Ohio*

**Y**OUR church should advertise, first of all, to enlarge its membership. Every church wants to increase the roster of its members because this is the age of ambitious advancement and growth when to stagnate is to die. The function of the modern church is two-dimensional: it must not only reach upward to conserve the spiritual needs of its present membership, but it must reach outward to interest the unchurched man or woman outside the fold.

The church that advertises is unquestionably the church that is alive, not only alive to reach outward and increase its membership, but alive within, because the spirit of advertising reaches both ways. And the people belonging to the institution that is truly alive are always proud of it. They can't help but be. Everyone likes to belong to a keen, alert, up-and-doing organization that is always on its toes. It is the same effect as is found in business. The firm that advertises not only increases its sales but markedly increases the *esprit de corps* of its own personnel.

Your church should advertise not only to enlarge its membership and to inspire your present membership, as brought out in the two preceding sections, but it should advertise for an even larger task, i.e., to influence your community in a broad and enduring way that church membership alone cannot compass.

In other words, you cannot hope to gather in every individual and every family in your community. There will probably always remain some unchurched. But they can be influenced. Your church can be a power for good in your neighborhood. It can be known among that unchurched element as an active, fearless, forward-looking, up-building influence that is attempting to make a community better, and that impression never fails to breed respect in the individual, whether or not he pledges definite allegiance to the church.

Don't be the "shrinking violet" type of church! Don't let it sink into back-seat obscurity in neighborhood affairs, forgotten when any vital matter comes up. This advertising need not be blatant and crass, it can be forceful as well as dignified.

In this strenuous day and age when the "drive" seems to be the thing in every field of endeavor, the church has caught that spirit as well. Practically no town or community is so small that the churches in it do not set aside some time to conduct a united campaign of evangelism—sometimes singly and at other times coöperatively. It is the coöperative spirit that wins. Baseball long ago found out that it isn't the club of individual stars that wins the pennant, but it is those who coöperate in team work that win—the spirit shown by the batter who's willing to forget fattening his individual batting average to step up to the plate and lay down a sacrifice if necessary for the general good of the team.

Your church should advertise to make the unchurched element think. Your church advertising reaches and influences many a man and woman who never enters a church door; make no mistake about that. You can never reach those people through the accepted channels of church services, sermons, etc., but those people read advertising. This is a very important fact: your church advertising reaches an element that you can reach, probably, in no other way.

And, finally, your church should advertise to keep abreast of the modern times. Advertising is modern salesmanship. It



is mass selling. And the church must keep modern, else it hardens and crystallizes into mere formality. The church as an institution is particularly susceptible to this danger. Advertising helps mightily to keep the church modern in spirit and abreast of the spirit of our times.

#### BUSINESS PRINCIPLES APPLIED TO CHURCH ADVERTISING

BY CARL HUNT

*Manager, Associated Advertising Clubs of the World, New York*

WE SHOULD approach the problem of church advertising just as we approach any other advertising problem. Why do you prefer to trade at a certain store? What first took you there, and what has kept you going there? If you will give me such information concerning 500 customers of a store, I can tell you how to advertise that store, and I can also give you some valuable hints relative to the improvement of its service.

Apply that same method to an analysis of your church advertising problem. You will find that in nearly every case a non-church-going family was first attracted to your church by some one thing and it is quite likely that your first appeal impressed only one member of that family, and that other activities of the church eventually won the rest of the family over.

Perhaps it was the Sunday-school. Father and Mother believed it a good school and sent little Willie. In due time they discovered that Willie was awake to the proposition that they needed religious instruction as much as he did, and they started to church because they were ashamed to send him and not go themselves. In one church with which I am thoroughly familiar it was found that the Sunday-school was indeed the most frequent instrument for bringing people into the church. A splendid, devoted man is giving the best of his life to that school.

But that alone would not build the church. The ushers must be friendly, the sermons good, the music attractive. The activities of the men's club and the women's society must be attractive, and the young people must have a place in the special activities. In other words, returning to the illustration concerning the store, I may be attracted by the fact that I have found men in the haberdashery department who can sell me the

sort of shirts I ought to have, but the store must also render good service in every other particular to hold my trade. The deliveries must be prompt, the bookkeeper must not make mistakes in my account, buying and selling in all departments must be in the hands of intelligent people. Precisely so with the various activities of a church.

My excellent friend, Merle Sidener, of the Sidener-Van Riper advertising agency in Indianapolis, had 1,025 young men in his Sunday-school class last Easter morning. Why? Because he has analyzed the needs and desires of young men in relation to the service that class can render, just as he would, as an advertising agent, analyze the business of an automobile-tire manufacturer. He has made the class of value to them in their business, in their social activities. Then, having found how to render a service of genuine value, he has advertised that class in terms of what it will do for young men.

#### MAKING A START IN CHURCH ADVERTISING

BY REVEREND JOHN MUYSKENS

*Pastor, First Presbyterian Church, Red Bank, New Jersey*

IF LAYMEN are asked for money to assist in church progress, laymen's methods may well be adopted to further church interests. You know the lay method, the business man's method. What would business do without advertising?

But, it may be asked, how would you go about the task of convincing the local church of the need and the value of publicity? Let me say, briefly, not by antagonism, for in every church we find those who agree to disagree. These are the ones who think it their appointed task to oppose everything that is new and unusual. Our advice is, waste no time wooing such. Prove to those who may object to publicity in church work the advantages that accrue from legitimate advertising. Tell them, for instance, that of all the business failures in the United States in 1920, 84 per cent. were of firms that did not advertise.

One of the most successful ways of convincing the local church is by putting out each Sunday an interesting and suggestive church calendar. This calendar should, first of all, be newsy. All things pertaining to the whole program of the church



should be published in an interesting way. It ought also to be changeable; not the same order for any two Sundays in succession. It should contain a space reserved for matters which the congregation may send in for publication, and it should be published early enough in the week so as to be distributed on Friday or Saturday preceding the Sunday services. This could be done by a group of young boys living in the various districts of the community, thus giving definite work to those who are to be the standard bearers later on.

Every church, moreover, should have an up-to-date, readable bulletin board outside of the church large enough and conspicuous enough to be seen by all who pass by. This lack of church bulletin boards is in marked contrast to the use of them by business places. Almost every little shop has one of its own, carrying at least its name, but there is nothing to indicate even the name of many churches, large and small.

It will be possible for us as leaders in the church to sell our religion to others only if we buy it for ourselves, and thus make the world realize that we mean business. You cannot sell an article to any one else until you have first sold it to yourself. But when the man whom you are seeking to interest in your goods sees that your goods are a part of you, you will be successful in your salesmanship. You are selling only yourself, and everyone knows that personality is the hardest of all things to resist and the richest treasure of life.

If we are ever to change the lamentable sign of "S. O. S.," "Save Our Sabbath," to "S. R. O.," "Standing Room Only," it must come about by every member believing that he has the best goods obtainable and therefore longs to share it with others. In the Sacred Book we have the "Pearl of Great Price" of which there is no equal. Go forth, then, to advertise it by printer's ink, by flaming word of mouth, by brightly illuminated signs, by radiograms, by your own powerful personality, in short, by every known method, that all the world may see the glory of God's Kingdom and the onward march of His Son Our Lord.

"How much should a church spend yearly for publicity?" may be asked. That can only be answered by each individual church since local conditions vary. However, we believe that a church with an annual congregational budget of, say, \$10,000,

ought to spend not less than 10 per cent. for publicity. We are personally acquainted with several such churches who find that it pays.

Then, finally, one of the best ways to convince the local church as to the profit of church publicity is by placing big business men, who have had practical experience in their lives in the business world, at the head of its publicity department. These men ought to be such as have the full confidence of the entire constituency. This is the layman's day. If we do not hesitate to go to him for funds to carry on the work, why should we hesitate to ask for his plans and ideas in making the church prosper?

#### ANCIENT EXAMPLES OF RELIGIOUS ADVERTISING

BY H. F. VERMILLION, D. D.

*Superintendent, Southern Baptist Sanitarium, El Paso, Texas*

ADVERTISING is as old as civilization. Ever since men began to form tribes and clans and to recognize common needs and interests they have found ways to impart information and to arouse action of entire groups for religious, social, and commercial purposes. The earliest records of the race also inform us that various groups at the dawn of civilization formed offensive and defensive alliances for military purposes and trade agreements and that their methods of informing and summoning the tribes to action were expeditious and effective.

Nor were the religious leaders of those times slow to advertise their ideas and activities. They advertised their objects of worship by means of pictures in caves and on cliffs and stones. They carved them in stone and wood and moulded them in metal. They had their altars and their priests, their oracles and their feasts. To these the religious leaders summoned the people by every means of publicity. By the fear of their deities they summoned the people to appease the wrath of the gods. By promising supernatural aid to their devotees they secured vast wealth from pilgrims and intercessors from all lands.

In Mesopotamia, in Egypt, in India, and in China ancient religious leaders so advertised and popularized their ideas that their converts carried these ideas into all parts of their lands, and



so persistent were their efforts and so effective their methods that those ideas became embedded in the social life of the world and have survived until the present time.

If the leaders of these religious movements had not understood the laws of advertising and used them successfully, their ideas would have perished with them, and history would not record their names.

Let us consider the case of Moses. He was the real founder of the Hebrew nation and of the Hebrew religion. There were three occasions in his life when he had to inform and influence not only the leaders but the masses of the people. The first of these occasions was the exodus from Egypt, the second was the giving of the law at Sinai, and the third was a great review and confirmation of his work at the end of his career on the border of Palestine. From the day of Moses's first audience with Pharaoh until the Israelites were beyond the Red Sea, Moses was the most talked-of man in Egypt.

Moses found the Hebrews without any system of law or worship. He announced God's purpose to give the law and ordered the people to cleanse themselves and present themselves at the foot of the mountain, but not to touch it. Boundaries were carefully marked. Information was carried to every part of the camp that Jehovah was about to appear and give laws for their guidance. God gave a very spectacular and sensational manifestation of his presence and called Moses into the Mountain. Moses returned with shining, awe-inspiring face that must be veiled because of its brightness. He brought with him the laws and the pattern of the tabernacle and the tables of stone.

The people were sold on the proposition and continuity of publicity has kept the laws of Moses before the world for more than three thousand years and has given them the force of a divine dictum to hundreds of millions of people until this very day.

Then there was Elijah and his great success at Mount Carmel. The wicked king of Israel, Ahab, had a strong-minded and more wicked-minded queen named Jezebel. These wicked rulers sought to stamp out the worship of God and to substitute the licentious worship of various heathen gods.

Elijah met Ahab, the king, and appointed him as an unwilling

publicity agent for the enterprise, and Ahab got the word to the people. That was the best way to interest them. Not every prophet can get an earthly monarch as his publicity man.

After calling a general assembly of friends and foes, Elijah took every precaution against any accusation of fraud by having his altar, wood, and sacrifice thoroughly drenched with water. The fire came from heaven and Elijah sold the whole crowd and put a lot of dirty frauds out of business.

Every living organism has some sensations, though certain animate things are not easily excited. The more highly organized forms of life are most responsive to sensation. Moses, Elijah, the other prophets, Jesus and his apostles, lived sensational but not senseless lives. There were stir and expectancy and fervor and excitement in the very atmosphere of their lives. If they had lived in our day reporters would have swarmed like bees around them.

To-day the living church with a living message is throbbing with the pulsating life of a vital religion that will express itself appropriately through living mediums of publicity and will attract to itself the people of its community. In such a church religion has not lost its power and will not lose it. Among the people of such a church religion is still the greatest factor in personal life and the most potent influence in society.

#### HOW THE CHURCH FEDERATION ADVERTISES

BY REVEREND ROY B. GUILD

*Executive Secretary, Federal Council of Churches, New York*

CHURCHES organized under the Council or Federation of Churches plan base their publicity and general promotion upon the same principles that have been followed so successfully by the business men of the cities of America. The Council of Churches is to the religious life of the community what the chamber of commerce is to the commercial life. By coöperation the churches present a united front carrying out plans which cannot be carried out by the churches acting separately.

The Council of Churches does not take in any way the place of a local church. It is not a substitute, but a supplement to the church. It is not concerned primarily with the program



of work carried on in the separate church, but with the program which the churches may carry out together. The development of the program of advertising runs parallel with the development of the other programs of the Council of Churches, and is based upon the following considerations:

Law violation is lessened by creating a public opinion which encourages officers to do their duty. A fundamental principle of the Councils of Churches is: "Keep the Facts Before the People Until the People Change the Facts." This calls for much publicity and for advertising; friendship for the unfortunate victims of unsocial and un-Christian conditions is shown in the hospitals, infirmaries, schools, and prisons; the community problem of religious education has increased in importance in the consideration of the churches; race relations demand the attention of all the churches; the defence of the Sabbath against commercialism is an important field of service; the World Peace is increasingly studied by the churches, interest being raised through large mass meetings and publicity.

The carrying out of this program has required intelligent support on the part of the people. This support is being secured by publicity and by advertising. At the time of the Men and Religion Movement, one of the best departments was Religious Publicity. A single advertising campaign was carried out in New York City at that time, at an expense of more than \$10,000. This reached its climax in a convention at Carnegie Hall. Many still remember the great electric signs displayed near 23rd Street, one of which carried the striking affirmation, "I am my brother's keeper." Mr. Wm. T. Ellis had charge of this campaign. The attention of the churches throughout the country was called to this ally which has been used very extensively ever since.

In such a program the first great need is the bringing together of all the facts. The most successful councils of churches now have a department of survey, where the information concerning the churches is being gathered continuously. St. Louis has brought together the most important religious facts, and has been making use of them in that city.

As illustrations of the method of advertising, the following plans have been made successful. Preliminary to the survey of a campaign in Pittsburgh, lantern slides were used in the

moving-picture houses. These were carefully prepared in sets of six each. The first one carried a brief gospel message. The second one carried an announcement of church services and invitations to come. Twenty-nine such sets were placed in the leading picture houses and were run for six weeks before Easter. One slide was used each week and was run with the amusement slides. It was estimated that 200,000 persons were reached in this way.

In connection with the Lenten services, and especially the services in Holy Week, a most generous use was made of window cards placed in prominent positions. In practically every leading city of the country the noon theater meetings were held.

Of course the Council of Churches must be up-to-date in its advertising methods. The noon theater meetings offer unique opportunity to advertise by the radio. In most of the cities the Lenten services leading up to Good Friday were broadcasted from the theater and from the different churches. A very great deal of interest was awakened in Boston, Detroit, and particularly in New York City. In connection with the Lenten season services, in New York City, particularly attractive dodgers were prepared and distributed at the meetings and in the churches.

Local church bulletins are being used increasingly to awaken an interest on the part of the members to community work. Nearly all the councils of churches now issue weekly or monthly bulletins. The St. Louis Federation of Churches issues a weekly bulletin in which illustrations are used; the illustration on the front page covering most of the bulletin and bringing out the most important item of interest for all the churches. A similar bulletin is published by the Cincinnati Federation of Churches. The front page of this is in large type giving the chief message while the rest of the news of interest is displayed in attractive form. The Chicago Federation of Churches has the most attractive and most valuable bulletin which is read very carefully by the church leaders of Chicago. This, in part, accounts for the continuous and generous support of the church people.

In Cincinnati a large electric sign is handled under the direction of the Cincinnati Federation of Churches, thus blazing forth the names of fourteen churches with the caption: "You are cordially invited to work and worship with these churches." Then the appeal: "Let us assist you in finding a helpful church



home." The cost of this sign to each church for installation was eleven dollars and fifty cents. There is an expense of eight dollars a year for current.

Billboards are now being used more and more because the printed matter for them is furnished at a nominal expense. In some cities these are painted. These boards are of value not only to the large cities, but to the smaller communities.

#### AN EXPERIMENT IN COÖPERATIVE CHURCH ADVERTISING

BY JAMES ALLEN BLAIR, D. D.  
*Pastor, Tabernacle Presbyterian Church, Philadelphia*

IF THE church is to realize its greatest advertising benefit there must be a change in the psychology of church advertising. The greatest benefits will come, not through individual efforts, but through concerted church advertising.

In Philadelphia, the result of a recent attempt to bring up the sentiment for coöperative church advertising was not very encouraging. Two of us began, however, by combining our weekly ad. We inserted merely two directory lines in the classified section and used the rest of our money to purchase display space.

Then we induced a few to coöperate. We finally went to Presbytery and secured a favorable recommendation to the effect that during Lent there should be a coöperative campaign. The largest number advertising at any one time was fourteen. These were all Presbyterian churches. By the end of the designated period some had fallen by the wayside and all but four of us were ready to quit. After one more month even the four returned to the old classified form.

Ministers are forced by circumstances and persuaded by officers to expend their energy in keeping their own charges alive. This creates a psychology of individualism hard to meet. In the second place, the average minister and church officer are ignorant of the laws of advertising. It is innocently supposed that because a method has been followed it must be successful. In the third place, the average group in charge of church finances cannot adjust themselves to the idea of expenditures which do not bring immediate returns to the church which is advertis-

ing. There are other considerations, but these are the chief ones. I see no cure other than a fundamental change in church psychology. The single church must give up its ideas of broadcasting its particular appeal. All of us together must sell the church to the whole community.

#### ADVERTISING THE Y. M. C. A.

BY E. A. HUNGERFORD  
*Publicity Manager, New York City Y. M. C. A., New York, N. Y.*

IN NEW YORK CITY the Y. M. C. A., in coöperation with the Y. M. C. A. International Committee, is conducting an experiment in publicity and advertising for a religious organization. While not entirely applicable to a church, it ought to suggest some basic principles any church might well adopt. Since this program has been in operation more than two years, there has been opportunity to test what seem to be fundamental methods of procedure.

In order to avoid any argument as to where publicity leaves off and advertising begins and vice versa, our department is called the Bureau of Information. By soft-pedaling the word "publicity," which has a doubtful meaning, we aim to avoid any impression of being in a class with those unscrupulous press agents who are justly in bad with editors.

The policy of the New York City Y. M. C. A.'s Bureau of Information is set down as follows: The purpose is to reveal and interpret the aim and service of the organization, thus building a good-will which makes increased effectiveness possible. The bureau gathers, selects, arranges, and distributes information concerning the program. All possible mediums are used. All copy is truthful, constructive in character, and conforms to the ideals of the Y. M. C. A. The bureau of information seeks to be of the greatest possible service to all branches and phases of the work.

To accomplish the purpose of this bureau a large variety of publicity and advertising mediums are used. Last year this organization spent more than \$109,000 in promotion, publicity, and advertising its wide range of service to men and boys. The newspaper naturally is of unique importance.



The amount of money spent annually in advertising runs into a sizable figure. This advertising is designed primarily to interest young men and boys in educational courses, employment service, and Sunday Men's Meetings. It is handled through a recognized agency. The copy is carefully prepared and the results thoroughly checked. All news items to the newspapers clear through the central office of the organization. Here is our newspaper creed: we propose to send out only truthful information; keep the ideals of the organization in mind when preparing copy for release; release only information which is of general interest; get it to the editor ahead of time; avoid such practices as have brought some commercial press agents into disfavor; believe that the editor, contrary to the notion of some writers, is a sincere, capable, hard-working individual who will use our information if it has merit and meets his needs; be at the service of the editor in every way possible, acting as a clearing house for Y. M. C. A. information; spend money in buying advertising space.

Not only is information released to the metropolitan dailies but also to dailies, weeklies, and semi-weekly papers within a radius of fifty miles from the city. Trade publications, employees' magazines, industrial house organizations, religious press and foreign-language papers printed in the metropolitan area are covered. Y. M. C. A. specialists also write technical articles on such subjects as health, care of automobile and radio, which do not at all refer to the Y. M. C. A. except as the authors' names carry their connection with the organization. These articles are interesting, instructive, and helpful.

When it comes to getting information to smaller groups, a monthly publication of sixteen pages carries articles about activities and policies. It is well illustrated. The membership is reached weekly through four-page branch bulletins, their major purpose being to announce coming events.

From the standpoint of advertising, the educational work gets most attention. Last year several different booklets and leaflets were printed and distributed concerning this phase of the organization's work. These vary from four to more than fifty pages in length. Follow-up letters, window cards, 24-sheet posters, motion pictures, and painted display advertising also are employed. One branch spent \$13,565.97 in newspaper advertising

for thirteen educational courses in three dailies, and got an average of \$2.68 in money returned for every dollar spent.

The Bureau of Information believes that the public which helps to support the organization has a right to know about the valuable work which the Y. M. C. A. is accomplishing. It is confident, too, that if this public can really become acquainted with the true facts as to the actual services being rendered to young men and boys, there will be no lack of support for a program of expansion that will make even better service possible.

This bureau's work is directed by a committee of the Board of Directors. The executive secretary of each branch appoints an employed officer who has responsibility for that branch's publicity and is the liaison officer between the branch and the bureau. These branch men form a cabinet which meets monthly to report progress and to discuss problems. Each branch also has a publicity committee of laymen, the chairmen forming a cabinet of laymen who help the secretaries on informational matters. This group of volunteer committeemen meets once a year to consider policies.

The churches of some city should unite in establishing a similar bureau of information to demonstrate the value of coöperation in church publicity and advertising. Such an experience, backed by the Church Advertising Department of the A. A. C. of W., should mean a big forward step throughout the country in marketing the Master's message.

#### APPLYING BUSINESS STANDARDS TO CHURCH ADVERTISING

BY E. P. BEEBE

*Assistant Treasurer, Iron Age Publishing Co., New York*

CHURCH advertising, to be effective, should be as continuous as commercial advertising. Occasional advertising is not profitable. The church should advertise seven days a week, just as business does, and every church should have a publicity committee. That is the practical basis on which the church should build its advertising.

We should not make the advertising of the individual church paramount, however, but should emphasize instead the church's



message and service to humanity, what it has to offer for the uplift and happiness of mankind.

From experience I urge the sermon write-up as the most desirable publicity possible, short snappy write-ups of human interest. Last summer the pulpit of Broadway Tabernacle, New York, was filled for six weeks by Doctor Norwood of London. The press gave him columns, he could preach. Standing room was at a premium every Sunday, but without the sermon press reports he would not have drawn the tremendous congregations.

To effect the seven-day-a-week program, I recommend community or individual church bulletin boards lighted every night. Outline a cross in electric lights, flood a church tower with light, or illuminate a stained glass window.

The movies can be induced to flash on a series of slides, urging those who attend to work for, to support, and to attend some church. Light the church entrances brilliantly; they are all too frequently dark spots. Let the open church door extend a welcome.

When the Dutch Reformed dominie preaches a corking good sermon and his press agent tells the town about it, invite him to deliver it in some of the other churches. Feature the music if you have an excellent quartette or chorus choir; advertise it.

A signally successful plan is an appeal over the 'phone to "bring someone else to church with you next Sunday." A half-dozen or more young women with cheerful lilt to their voices are placed at as many 'phones with a selected list of names, usually on Friday or Saturday. When given the number the young lady says, "Mrs. Blank, won't you please bring a friend to church with you next Sunday?"—naming the church and telling of a special sermon or music.

The junior sermon is a form of publicity too often overlooked by modern preachers. A ten-minute talk to the juniors, who are then dismissed, is a congregation builder.

Few churches are able to put over a sizable publicity campaign by themselves. Coöperative advertising is made more effective when financed and directed by a laymen's publicity league representing a group of churches. Each church handles its own publicity, but big plans appealing to the non church-going masses are directed by the League. Direct-by-mail campaigns cannot be safely handled by one church, but a lay-

men's league representing all can broadcast an appeal to every family in town to attend church and give no offence.

Local church papers also are good. But like house organs, they usually reach only regular customers. It would be better to spend the money in newspaper advertising.

Forums taking the place of Sunday evening services once a month, participated in by men's clubs from a group of churches, have proven to be a power for church and community. Suffern, N. Y., has an ideal organization of this kind.

The signs of the times point to a great religious awakening. There is no question but that it will come largely through the efforts of the laymen of America, aided by the American advertising men.

#### CHURCH KNOWLEDGE ESSENTIAL TO CHURCH ADVERTISING

BY E. E. ELLIOTT

*Kansas City, Missouri*

THERE is a saying down in Missouri that experts must "know their eggs." The successful church advertiser should know his church from basement to belfry. He should know what it stands for, how long it has stood, and the reasons for its existence. He should know its program and community, the customs of the people, their general attitude toward religion, and their attitude toward his church in particular. Knowledge of the church is a prime requisite to a successful church advertiser.

The only way to learn how to advertise a church is to make a study of the church, and prepare a publicity program in keeping with conditions which prevail. A wise church will have a practical program in which the community can believe. This is not any business of the publicity department, the making of a program of a church. Often, however, the publicity man must have a large part in casting the church's program, otherwise there will be little to advertise.

Knowledge of the science of publicity is not essential to success in the church advertising field. The expert advertiser often knows little of the ways of religion, and makes a blunder in preparing advertising of religion much as he would plan campaigns for boots, groceries, stocks, or what not. Hence, a



novice in advertising who knows the church is often better than the expert who knows the advertising business thoroughly.

As the Israelites of old made bricks without straw, or tried the experiment, the church advertising man must often give adequate publicity without the aid of an appropriation. This compels him to exercise his ingenuity in the making of his publicity program.

Results of church advertising are often erroneously measured by the increase of attendance at stated services, or the lack of increase. I firmly believe that successful advertising will increase attendance, but I also hold that religious publicity can be measured otherwise. The church advertiser has duties other than filling the pews. His largest aim and ambition is to make public the affairs of religion. This may be done in a multitude of ways as previously suggested, but measuring the results is a difficult matter.

The church advertiser should have constantly in mind what he is trying to do. Every time he puts his pen to paper he should aim somewhere. If the church wishes to become more favorably known to the people of the community, his advertising should be along the lines of information almost exclusively. If attention is requested for some special event, the announcements should be specific and alluring. If an ordinary announcement of stated services is to be made in public fashion, the use of extravagant language or extra space is not justified.

Recently there was a religious gathering in our town whose publicity reached a total of 15,485,000 persons within five days. There were only 1,250 persons at the meetings. The newspapers published four million papers containing stories of the gathering, with excerpts of the speeches, during those five days. Giving each paper an average of only three readers, you have more than twelve million persons reached by the newspapers. Broadcasting thirteen speeches over the radio, with average audiences estimated at 200,000 each, gives 2,600,000 additional hearers. I mention this to show the vast audiences reached through these channels. A minister may preach to a comparatively small audience on Sunday, but that sermon, broadcast through the newspapers on Monday, multiplies his influence many fold.

Never let a week pass without doing some publicity in connection with your church. If there is nothing to advertise, go

up and start a row if necessary, and you will soon get publicity of some sort. It is the church's first move in any publicity program. When everything is said and done, the publicity man has the last vote on what to say, when, how, and where to say it. The biggest compensation in the world is seeing your ideas in print, and watching the people act upon your suggestions. Start a scrap book. Include in it everything you do in a public fashion. Classify the book according to events. Include newspaper clippings, and you soon will have a priceless exhibit of publicity.

#### ADVERTISING AS AN EVANGELISTIC MEDIUM

BY ROBERT F. GIBSON, D. D.

*Executive Secretary, Department of Publicity, Protestant Episcopal Church, New York*

THERE is only one medium through which we can reach all, or any large part, of the non-churched. That medium is the newspaper. And it is a strange providence that this medium is provided by the world itself, and that the world has shown us how to use it effectively. Are we truly evangelistic, are we doing our utmost to win the world to Christ, if we fail to take full advantage of the opportunity afforded by the press?

News of what the churches are doing has some evangelistic value, for it at least attracts attention to the church and Christianity. But the newspapers, very reasonably, decline to print Christian propaganda as news. They are right in insisting that if the churches desire to print their propaganda in the papers it should be paid for as advertising.

Why is there not more church advertising? And why, speaking generally, has there been so little result from such advertising as has been done? In my opinion the reason is that most of the advertising has been sectarian, parochial, or personal. It has not been distinctively evangelistic.

Put yourself in the place of an unbeliever looking at a typical page of church advertising, in which each church is setting forth the special inducements for attending its services. If he is attracted at all, is it not likely that he will look for the most entertainment for his dime?

It is worth while to print the names and addresses of churches and the hours of services, if only for the information of strangers.



But I believe that if church advertisements are to be evangelistic in purpose they must preach. They must tell something about Christ and His church and His teachings, something which, however brief, is complete in itself and will be helpful to thousands who do not attend services. I believe that preaching in advertisements would be read by many thousands who would never in any other way learn anything about Christianity and who through what they thus learn would become interested enough to desire to learn more. I believe that such advertisements carefully prepared, appearing regularly, would produce a steady and ever-growing stream of inquirers.

#### CHURCH ADVERTISING AND THRIFT WEEK

BY JOHN A. GODDELL  
*Secretary, National Thrift Committee, New York*

ADVERTISING columns in the newspapers are being used to put the matter of benevolence and stewardship squarely up to all citizens. The Sunday which occurs in Thrift Week is always known as "Share it with Others Day," and is reserved for the use of the church to emphasize the stewardship of wealth.

The program includes a full page of paid newspaper advertising each day of the week, appearing over the names of the local committees. These ads are what is known as community advertising, and are noncommercial, the main purpose being to teach the individual the importance of the wise use of money and especially the fact that thrift without benevolence is a doubtful blessing.

"Share With Others Day" and the advertisements enable the churches to place the matter of benevolence and stewardship squarely up to all the citizens both through the newspapers and in the pulpit.

In Dallas, Texas, for instance, the church committee led the entire movement by observing a Stewardship Day not only on the Sunday designated but the Sunday preceding National Thrift Week which, after a manner, opened the entire educational movement in that city.

The churches in Painesville, Ohio, got behind the "Share With Others Day" in that city, and not only emphasized stewardship

in the pulpit but issued a full-page sermon printed in the form of an immense cross filling the entire page of the paper. This was paid for by the local Thrift Week Committee on which the Church Federation was represented.

In Seattle, Washington, the Sunday School Association arranged to have made a special budget book for children, which would help them in their giving, spending, and saving, and keep a balance between the divisions.

Thousands of business men, members of the churches, who are using advertising in their daily business, can be organized to counsel with and help the church to adapt this modern instrument of civilization, church advertising, to advance the kingdom of God. Every non-Christian land is a land of pain and suffering due to ignorance and superstition. While there are already nearly 1,200 hospitals and dispensaries in pagan lands, supported by the American Protestant Church, they are able to treat only 2,500,000 patients each year, a very small percentage. This number could be greatly augmented and support abundantly subscribed if these facts were advertised before the entire membership of the church.

National Thrift Week affords an opportunity for the church to join in a community advertising program and bring these facts before all the citizens. The basis of National Thrift Week is the ten-point economic creed embracing the following rules of personal finances: work and earn, make a budget, record expenditures, have a bank account, carry life insurance, own your home, make a will, invest in safe securities, pay bills promptly, share with others.

Each year Thrift Week occurs January 17-23, always beginning on the birthday of the first American Apostle of Thrift—Benjamin Franklin.

#### DISTRIBUTING THE BIBLE

BY SAMUEL R. BOGGS  
*President, Model Mills Company, Philadelphia*

TO BRING the gospel of Christ to the public in general and the traveling public in particular is the object of the Gideon Association. In order to accomplish this, the Gideons seek to place



in the guest rooms of every hotel a copy of God's word. Up to date, this organization has placed nearly 600,000 copies of the Bible in the hotels of the United States and Canada. There are approximately 2,000,000 hotel guest rooms in the United States and Canada. It is the purpose of this organization to complete this job.

It is needless to mention the importance of such a great work. The Bible is the book of the ages; the most popular book in the world. It has been translated into 775 languages and dialects. In the year 1922 more than 36,000,000 copies were printed and distributed in whole or in part. No other book has ever attained such popularity.

This organization is always ready to send its representatives into churches, societies, street corner meetings, or any place where the opportunity presents itself, to tell of the wonderful results of this Bible distribution.

We bespeak the coöperation of all Christian people to help us accomplish the greatest work in the world, the spreading of the gospel and the placing of Bibles in the hotels.

#### ADVERTISING THE BIBLE

BY RALPH W. GIBBON

*Vice-President, Barke-Gibbon Company, New York*

WE GIDEONS believe in advertising what the Bible has and is doing toward building up our civilization. In bringing this matter to the attention of the general public we are issuing booklets from our central headquarters in Chicago, but are distributing them through individual members of our order, and through the churches and hotels. We are also advertising the Bible by having well-bound copies placed in the bedrooms of hotels throughout the country, where the general public may, if they desire, have access to them. Inside the cover of the Bible is a poster directing the attention of the readers to many passages in the Bible that may be of particular interest to them, in the various moods in which they may find themselves.

We have received many unsolicited letters and personal testimonials to the fact that the traveling public has been helped in many ways by having read the Bible placed by the

Gideons in the hotels throughout the country. The reason why the Bible is not more widely read by the general public, we believe, is that they do not know what the Bible contains, nor do they realize what help may be obtained from reading it. As the readers may have found pleasure and comfort and help by reading, we feel sure that they will recommend the Bible reading to others.

It is a useless expenditure of money to advertise an article that does not have merit. Judged by this standard we feel sure that all men will agree that the Bible work which we are doing is one of the most constructive and enterprising that could possibly be conducted in this or any other country.

#### SECURING COÖPERATION FROM ADVERTISING EXPERTS

BY JOHN CLYDE OSWALD

*Publisher, The American Printer, New York*

WHY should not the church take advantage of the service which advertising can render it? I feel quite sure that if any pastor of a church who is a member of this gathering were to be confronted with a question involving a matter of law he would apply to a lawyer, or if he were ill he would call a doctor; when a project is in hand to build a new edifice, which is not unusual in church activities, without doubt an architect would be brought into the consultation.

Therefore, when the pastor comes to the point of considering what should be done to enlarge his congregation and extend the influence of his particular church, why not follow the logical course and call in an expert in advertising? I do not mean necessarily an advertising agent, although where an advertising agent is available, he should have first consideration. I have rather a wide acquaintance among men who have to do with advertising. Many of them are men of outstanding ability, men of large affairs. The enterprises with which they are connected are successful and I would expect that whatever they would undertake would also be successful. Fortunate indeed would be the pastor of a church who could enlist their active services.

But in many small communities there are no men who devote



themselves solely to advertising. However, there is hardly any community in these days in which there will not be found a man who knows how to advertise successfully. He may be the head of a local department store or he may be engaged in manufacturing a commodity which is sold nationally, or he may be the publisher of the local newspaper.

Whatever his business connection, he is the man the pastor should consult. It can hardly be expected that the pastor can come to an advertising convention or through a study of advertising literature be made immediately into an outstanding success as an advertising man. The best we who are interested in the promotion of church attendance can hope for you pastors to whom advertising is a new proposition is to use a familiar term, to sell you the idea. If we can convert you gentlemen of the church into a belief that our profession, or industry, or whatever you prefer to call it can become a powerful aid to you in your work, we believe we will have made a long step in advance. What we hope to do is to inspire you with a belief in the power of advertising to help you to an extent that will prompt you to find a man or set of men in your respective communities who will apply their knowledge to a solution of your problems. That, we believe, will be a good thing for the church and a good thing for advertising.

#### SPIRITUALITY IN CHURCH ADVERTISING

BY JOSEPH A. RICHARDS

*[President, Joseph A. Richards Advertising Agency, New York]*

IF A church, large or small, should come to us for professional assistance in advertising, we would say to the pastor, or the committee that had the matter in hand: "You need a survey; you need to find out what the facts are about your church in its community; you need to know just what goods you have to advertise, just how they are packaged, just how you propose to deliver them, and a good many more things of like nature. Then, too, you need to look at your market without prejudice, and the community around you, to see in what esteem it holds your church, its plan, its people, its pastor.

"It may be that you have the reputation of having stale goods;

maybe you are foolishly stressing side lines. It may be the first assistant sales manager, the pastor, is out of harmony with the Sales Manager, the Holy Spirit, and therefore, all the salesmen, the members, are demoralized and don't know what they are selling; or have quit their job and are just hanging around, blaming the preacher and their fellow members for the fact that the church doesn't 'go.'

"Maybe there are some members who should be salesmen of righteousness and truth who, in fact, have taken a job from the competitor, Satan, who is running opposition to God and the church, and while maintaining a respectable connection with your church these members are doing you tremendous damage among the people of your community. Such conditions give spiritual advertising a big handicap, if they do not make it entirely impossible."

Now it seems feasible, following the procedure of advertising in any other industry, that a church or its pastor or its committee on advertising should make a clear estimation of the church itself, its present spiritual condition, should find out unflinchingly whether it has anything to sell worth having, whether its members are salesmen and saleswomen or drones, whether its pastor is a teacher having itching ears or a man with a message of the grace of God. It should seek to face the facts of what the community market is for the particular brand of goods it has to offer; what prospective customers say about its position and work in the town.

Such an investigation, fearlessly attempted in the sight of God, may discover the fact that the goods now offered are bogus, imitations of the genuine grace of God; goods that when put to the test don't work. The package may look attractive and the label may be in the latest scientific phrase, but the goods themselves may be valueless for transforming lives and invigorating the true Christian. A church in this condition needs reorganization. It needs to yield itself to the General Sales Manager, the Holy Spirit, for such an overhauling as will give it a new line of goods, newly packaged and presented by a renewed group of salesmen.

But let us suppose that your church, pastor, people, and plant, are in fairly good condition to advertise spiritually, what then? Why, then we have arrived at a discussion of the question



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But let us suppose that your church, pastor, people, and plant, are in fairly good condition to advertise spiritually, what then? Why, then we have arrived at a discussion of the question



proposed at the beginning, viz., how to advertise a church spiritually.

Shall such a church advertise its preacher? Shall it dwell upon the plant and its membership, or shall it advertise the goods themselves? And my answer is, all three; with more emphasis on the goods than is commonly given to it. Would it not be a wonderful thing, just once, to find every evangelical church that advertises using half its space, let us say, for a text of Scripture? No, not the text of the Sunday sermon, but a passage which, in the spiritual judgment of the pastor, or committee, was the one word which they wanted the public to read as coming from that church at that time. "My Word," says the good Book, "shall not return unto me void."

Again, I would use the church bulletin board for a direct gospel message most of the week, believing that even if I had to crowd the church announcements somewhat to do so, the result, judged spiritually, would be greater for the seeming sacrifice.

Above all, I would make my church advertising prayed-over advertising. I would no more expect to put out an announcement of any kind which had not been individually submitted to the Sales Manager in prayer, than I would expect to preach a sermon or lead a prayer meeting without so doing.

The tendency in these days is to do all these things in a "business-like" way, and I would avoid the business-like way in favor of the prayed-over way, assured that it would be more business-like in the end.

#### DETAILS OF THE CHURCH CAMPAIGN

BY FREDERICK E. POTTER  
*Frederick E. Potter, Ltd., London, England*

TO PROCLAIM, to advertise, to make known the good news carolled by the angels on the first Christmas Day—that is the business of the church. The church has nothing to hide, to be ashamed of, but it has a glorious message to be trumpeted forth to humanity. While deprecating sensationalism and any commercialization of the church, I advocate the forceful, yet tactful, use of every legitimate and suitable form of publicity.

When preaching in a new locality, and asking the way to some church, I have been astonished at the ignorance of people as to its very existence; of course the policeman knows, but he has to. This is due to the absence of even elementary advertising.

Let, then, every place make the best use of its bill-posting opportunities. Churches generally occupy commanding sites, and so have the free use of valuable posting locations: just imagine what this alone would mean if properly utilized!

In a certain American city famous for its culture the Y. M. C. A. displayed its notice thus: "Topic: The Unpardonable Sin! A Bright and Joyous Service! All are Welcome!" This is a specimen of how not to do it. The generous use of posters, wherever possible, with bulletins of church news, will be found effective.

A booklet with full information at the commencement of a campaign will be found of the utmost value. For special occasions, handbills, form letters, and invitation cards can be circulated by hand or through the mail. Artistically printed notices of services, meetings, and social work ought to be placed in hotels, apartment houses, stores, railway depot, and in any suitable places for which permission can be obtained. A well-produced church magazine carefully distributed is an excellent medium for keeping members interested and alert, as well as for attracting outsiders; where this is not possible a weekly news-sheet or bulletin will be found of value.

Above all, do not neglect the press. The judicious use of correspondence columns must not be overlooked, and costs nothing. Let your announcements appear in the advertising section; proclaim yourselves regularly there. Make friends with the editor, who can be of immense help; supply him with well-written paragraphs of news and whatever you can persuade him to insert.

Welcome reporters, make a fuss over them and study their comfort and convenience. Appoint a local church correspondent who can take care of this aspect of the work with promptitude and skill. If places of entertainment took as little trouble as many churches do their doors would soon be shut! A wide and subtle use of both religious and secular press is an invaluable ally in all great movements and missions. Make sure that every inhabitant in the locality at least knows the name



and position of your place of worship and, if you can, what it stands for.

A member of our large London delegation is one of the best-known advertising men in our city. At his synagogue only about twenty-five assembled on Saturday afternoons; he started to advertise by form letters and cards; the attendance rose to 100. To-day they are building a new synagogue at a cost of £70,000; my friend is chairman of the committee and they have received nearly £36,000 in response to enterprising literature.

Then there is the important item of coöperative church publicity. Such occasions as Peace Day, Mother's Day, and days set apart to emphasize some great truth or to celebrate some anniversary, make occasion for all to combine, and provide the means and ability for a lively press, poster and circularizing effort.

On the ship coming over I met Dr. James L. Gordon, the minister of a fine Congregational church at San Francisco. I wish there were time to tell his story. He insists on advertising. The church spends \$10,000 annually, including an enterprising use of the local press; the result: immense congregations, sometimes many unable to get in, 1,500 at the week-night service and an income of \$30,000. Where large things cannot be done try small.

#### MAKING THE CHURCH PRODUCT WORTHY

BY GRAHAM PATTERSON  
*Publisher, Christian Herald, New York*

CHURCH services are the church "product," and therefore the object of church advertising as an attempt to increase church attendance. The particular faith involved may be likened to the raw materials which a manufacturer uses, and is not to be considered as the finished product. Please bear this in mind when you consider the rather startling statement that many churches, as at present constituted, have not a sound advertising proposition. They are offering the public so little that their services are not ready for the light of a broader public.

The first job, I believe, of a minister and his helpers contemplating the adoption of an advertising policy is careful study

and a frank discussion of their own services to see if they are worthy of public participation. While I realize that this is oftentimes a very delicate matter to discuss, it is certain that unless their services will hold a goodly proportion of the new people who have responded to the advertising, they are not ready for advertising. In this connection there is no suggestion of appealing to the so-called popular taste by amusing, or making the meetings less religious. No greater mistake can be made than an attempt to compete with the theater in order to hold the young people. In fact, the greatest criticism I have heard has been on this score, that there was a lack of any vital message. People go to church to get help and inspiration. When they fail to get it, they have a right to criticize. When a lazy minister tries to cover up his unpreparedness or his failure to understand the age he is living in by scriptural quotations and verbosity, he cannot get by with the young people of to-day. His job is a survey and an understanding of his market, a more intimate acquaintance with some of his people, particularly the young ones, and their problems, before he can be of any real service to them. If he cannot do this he will have to make way for someone who can. This may sound brutal, but the spiritual necessities of the community should be placed above personal comfort or convenience of an individual.

Whether you be minister or layman, having assured yourself that your services have this vital message, go just one step further: be sure that it is put up or passed out in a form that will appeal to the public. In other words, if you are going to reach out for new trade, prepare for it, please it, hold it. Remember that practically no advertising pays on the first order. Even the big mail-order houses pay many times their profit on the initial order to create a new customer. All business is built upon good-will and the continuing business of satisfied customers.

But here is the brighter side of the picture. Advertising and new methods are coming in. Ministers and laymen are studying their own problems and solving them. More and more churches are finding their proper place in the community. I like to think of the many churches that are a wonderful example of growing power and influence; of the thousands of ministers whose messages and sincere personalities are winning souls in the service of better living. In many of these communities and in



many of these churches advertising is proving the modern message to gather in the harvest.

#### APPLYING FUNDAMENTAL PRINCIPLES TO CHURCH ADVERTISING

BY W. FRANK MCCLURE  
*Vice-President, Albert Frank and Company, Chicago*

PRACTICALLY all of the underlying principles of advertising may be adapted in some form to advertising the church. In the first place, like the successful salesman, the advertising man is a student of psychology. He must know how the public mind will react to his printed appeals.

He appeals to the senses, taste, smell, hearing, sight, and touch, both in text and illustration. If his product be candy, the picture must be so natural and so appetizing in appearance that it will create a real desire in the mind of the reader.

He studies the motives which impel people to act, such as self-preservation, pride, love of power, patriotism, desire for comfort, and decides which one his product fits into best. The great volume of life and fire insurance, for example, annually sold in this country is in response to the appeal which is made to the first law of nature, self-preservation and the protection of one's family and property. The product which will lend itself to this appeal, if rightly presented, is easily one of the country's best sellers.

The expert advertiser also knows the value of an illustration of a beautiful child, associated with his product, if the product be a wholesome and worthy one, and the natural revulsion of public feeling if an innocent child's picture is used in the promotion of anything but the truth and quality and purity. He knows the value of a healthy, smiling face, as opposed to the frown or the dyspeptic expression sometimes used in negative advertising.

He knows also that, according to Sherbow, the great expert on printing, type itself may suggest strength, femininity, serenity, dignity, antiquity, common sense, and cheapness, and he governs himself accordingly. If he is advertising a bank he uses a type which at all times carries with it the atmosphere of strength.

He realizes when using colored illustrations that some colors appeal most to women and others to men and selects in accordance with the best opinion on this subject.

If a salesman talks at length about himself to his prospect, the prospect will soon tire of him, but if he talks about things in which his prospect is interested, he will have his most favorable attention. The advertiser applies this same appeal to his advertising copy, under the heading of what he calls the "you appeal."

Regardless of what may be true abroad, he believes that educated Americans respond more quickly and favorably to a question than to a command, and his advertising headlines take the form of questions, the natural answers to which, on the part of the reader, become the best arguments for the product advertised.

He knows the value of action in the electric sign as opposed to the stationary sign and he aims to put action upon the printed page in the presentation of his goods.

He knows the tendency of the average reader, in this day of voluminous printed matter, to read the thing that looks easy to read and he reduces his message to the minimum of words and sets it in plain, large type, giving the pictorial feature the greater prominence. He has the "nose for news" of a reporter, and gives first place to timeliness and human interest.

Those interested in church advertising, in cities either small or large, will do well to study the page ads of national advertisers in our newspapers and magazines. Such a study will reveal much careful preparation not apparent on the surface.

Our great national advertisers who spend millions in advertising year after year, and consider it well spent, study all of these underlying fundamentals because they have found them as necessary as is a foundation to a building, and that without such knowledge money would be wasted.

#### THE RELIGIOUS PRESS AND CHURCH ADVERTISING

BY JAMES R. JOY, LIT. D.  
*Editor, The Christian Advocate, New York City*

YOUR business is to sell space, in newspapers, on car cards, on posters, I suppose, and sooner or later in vapory letters across



the sky. You see fair game in everyone who has anything to dispose of to the public. And you come to the religious press and say: "You man, tell the Associated Advertising Clubs of the World how you can persuade your close friends, the churches, to make larger appropriations for space in which to advertise the Pearl of Great Price which they claim to possess and which they profess to be eager to share with the world at large."

But you classify us as trade journals, valueless except in a narrow field. On the contrary, we claim that the public which is reached by our papers is the most influential in the community. We claim that our papers influence multitudes of these people in some of the weightiest decisions of their lives.

Fifty years ago there was not a Methodist hospital on this continent. A single editorial in *The Christian Advocate* produced the first such institution. Now there are scores. Dr. Frank Crane has told you that it was "the little church on Main Street" that wrote prohibition into the Constitution, when party bosses, society leaders, big business, and the brewers and distillers were dead against it. He might have told you that it was the religious paper, read by every pastor and the most active laymen of those thousands of Main Street churches, that week by week pressed the campaign for the great reform, and made victory sure. And permit me to remind you that the religious press is still on the job, with its insistence upon federal and state enforcement of the law of the land.

Has church advertising a place in the province of the religious press? This leads us to ask, what are the papers for? Most of them originated in the nineteenth century. They sprang up early in response to a need of the period. Those were days of militant denominationalism. Competition among the sects was hot. Each church had its organ devoted to the defense of orthodoxy ("my-doxy") against heterodoxy ("your-doxy"). The editors of those days were mighty warriors, and faithful subscribers gloried in the give and take of their champions. The tumult and the shouting of those days are dead.

The twentieth-century religious paper is broader in its interest, more tolerant in spirit, more constructive in its aims. Its field is: to promote the interests of the denomination which it serves; to minister to the personal spiritual life of its readers; to tell the news story of the religious world; to interpret the

religious significance of current events; to establish the ethical standards based upon religion as the governing principle in the lives of individuals, and in social, industrial, and political groups, from the problems of two men in a shop to a society of nations.

Does the field thus outlined afford standing room for church advertising? The answer is, clearly, yes! The local church is bound to bring its message to the attention of the largest possible number of individuals. Time was when the bell in the tower sufficed to bring the whole community to church. But now the air is crowded with other sounds, the call of the outdoor life, the horn of the automobile, the still small voice of the radio, these are a few of the noises that muffle the church bell and make it necessary for the church to reinforce its methods to keep its appeal abreast of the changing times. And just at this juncture appears the new advertising, the fine art of reaching the will power and emotion of the average man and woman through the daily newspaper, which has already demonstrated its ability to lead men to go everywhere except to church, and to get everything except the thing he most needs, the personal religion which will give him his charter of citizenship in two worlds at the same time.

This crooked trail brings me to the nub of the main question: what can the religious press do to promote church advertising? It can put editorial emphasis upon the desirability and duty of cultivating publicity for the church's message and work. It can urge the reading of the standard books on church publicity by Doctor Reisner, Mr. Case, and others. It can reproduce the best and worst examples of actual church advertising, for the purpose of suggestion, comparison, imitation, and warning. It can publish articles upon every phase of church publicity, not only by ministers who practise it successfully, but by the recognized masters of the craft. It can feature news stories of successful church campaigns in which advertising was a material factor.

In addition to these, it can tell the story of the evangelism by newspaper, as practised in the mission fields in Japan, and not unknown here, by which the general reading public is reached by articles on religious topics printed and paid for as advertisements. It can show the larger groups and organizations of church folk, the college and missionary boards and societies of



many names and many objects, how they can broadcast their story effectively by means of paid newspaper publicity.

#### A NATIONAL CHURCH ADVERTISING PERIODICAL

BY THOMAS S. BROCK, D. D.

*Pastor, First Methodist Episcopal Church, Camden, New Jersey*

NO ARGUMENT is needed to prove that the house organ and the trade journal are requirements in these modern days. No going concern to-day expects success unless it has some means of communication with its workers.

The church has been very slow to recognize the value of such publicity because it does not deal in dollar-and-cents commodities, but in spiritual things.

In view of the lack of business methods in the administrations of some churches, the wonder is that the church has survived the complex life of the present day. It is only the divine element in the church that has saved it.

One part of administration is publicity. No one person or group of persons can carry on for a very long period any kind of publicity campaign without an exchange of ideas. Hence the need for a periodical that would conserve the results and give wider publicity to this work.

Some churches are doing just the ordinary work of the church, and are satisfied. One minister recently told the speaker that he never initiated anything new in his church. That explained why he moved frequently. Other churches are not following the beaten path, and they should help the others to get out of the ordinary class. The only way in which this can be done is by means of a publicity periodical, in which can be treated such subjects as the "Way-Side Pulpit," church bulletins, newspapers, ads and news, preparation of copy, the use of cuts, the use of such slogans as "The Friendly Church," "The Home-like Church," "The Church with the Chimes," "The Church of Good Music," statements both spiritual and financial, letters of greeting, and a hundred other things which every church will need to know if it is to do effective work for the Kingdom. The progress made toward such a magazine has been limited. Some few years ago a man in New York City started a magazine

called the *Church Economist*. It was full magazine size and contained many suggestions concerning administration and publicity. The magazine was making fine progress when the editor died and the subscription list was purchased by the *Record of Christian Work* but the work and policy of the *Church Economist* were never incorporated in the latter magazine.

The *Twentieth Century Pastor* has a department for church publicity which ran for several months, but when that magazine was sold and merged with the *Expositor*, the department was discontinued as the buyers said they did not have money to continue the department, important as it was.

Recently two magazines have appeared, having the same title, *Church Publicity*. The one is published by the McCleery Printing Co. of Kansas City. This has been merely a house organ containing some suggestions on church publicity. Now its publishers plan to enlarge the program and make it a regular magazine.

Another attempt has been made by the Church Publicity Press of Zellenople, Pa. One issue of this magazine has been given to the public and it is evident, from the many subjects they are trying to cover, that the editor and publisher recognize the need of such a publication.

Another attempt at publishing a publicity magazine is under consideration by one of the leading printers of this state. He is securing data and information from a number of the speakers at this convention.

Possibly the time is not ripe for a national church advertising periodical, but it is evident that action should be taken by this convention to the end that a committee might be appointed to survey the field and coördinate all these movements, so that such a publication might be issued under the authority of the Associated Advertising Clubs.

#### MAKING A SUCCESSFUL CHURCH CALENDAR

BY HENRY BARACLOUGH

*General Assembly, Presbyterian Church of the United States, Philadelphia*

TO BE successful, a church calendar must be made up along the same lines as a successful newspaper. People in general



are no different in their likes and dislikes on Sunday than on any other day of the week, and that which attracts their attention on the printed page during the week will also attract their attention on Sunday in the church calendar.

For this reason, in the church calendar which it is my pleasure to edit, the narrow column is used. It is easier to read, and the capacity of the page is increased at least 30 per cent. Experience has proved that a calendar nine and a half inches by six, with a type space of seven inches by four and a half, set in eight-point solid modern linotype, makes the best appearance, and is most easily handled by the congregation. The front page is varied occasionally, so that the members of the church will not get tired looking at the same picture or the same type faces all the time. We have just completed a new church building, and it is our intention to have a good many pictures taken of the exterior and interior, using cuts of the same size which can be alternated on the front page at will.

In view of the fact that people like news and educational articles and facts concerning the missionary interests of the church, we do not use very much space for the services of the day. Underneath the services of the day we usually feature some phase of church work which will help our people to understand the great scope of their own denominational enterprises. Extracts are given from articles written by church leaders and from the promotional publication of the administrative boards and church papers.

The first column on the third page is headed "To-day in Tioga" (Tioga Presbyterian Church of Philadelphia being the church in question) and the column contains announcements written in editorial style for all the meetings of the day. If a different minister is to preach, we find out all we can about him and tell the congregation who he is and what he has done. The second column we use for events which will take place "This week in Tioga." Each organization having a meeting sends in before Thursday morning of each week the announcement for the following week.

On the last page we use the double column about two thirds of the way, varying the headings with such titles as: "Next Sabbath," "Special Announcements," "The Church at Large," and the bottom part of this page is used for a display advertise-

ment featuring the Sunday-school lesson of the day in popular terms. At intervals the week-night service is made to stand out on the third page by the use of display type and a box. This sort of a calendar the people will take and use, which is its real function.

#### AN INEXPENSIVE CHURCH CALENDAR

BY REVEREND WEAVER K. EUBANK

*Pastor, The Jamesburg Presbyterian Church, Jamesburg, New Jersey*

WHEN we started our calendar, we put on the front page a cut of the church and the manse; the back page contained a directory of the church. These two pages, thus laid out, looked as interesting as a graveyard.

Later, with greater vision, we dared to leave off the directory which we were printing on the back page, and to place a message in its stead. This was better. Then the message was discontinued and news of the local and national and international church was given. This was still better, but we recognized from certain conditions that our calendar still was not what it should be. The next change was on the front page. With great fear and trembling we left the cut of the church and manse off, and here dared to print only the name of the church and the pastor's name. There was no great uproar, or condemnation. Then we felt we could do almost anything that we desired. All the time we felt that the interest in the calendar was steadily growing. We made two other changes: we printed a message on the front page, and we had all of the other pages printed in double two-inch columns instead of four-inch single columns. The congregation could not keep from noticing the changes each week. The last changes had increased the neatness in appearance of the calendar so wonderfully that everyone was really as happy and proud of the change as were the printer and the pastor. And, really, whether you believe it or not, though the price for each issue had almost doubled, no member of the church or the official boards objected to this at all. The cost of the calendar as it was first printed was \$2.50 for 300 copies each week. And the janitor was picking most of them up each Monday morning and putting them in the fire. The change on the back page



made the cost \$3.00 for 300 copies, the change on the front page made the cost \$3.50 for the same number of copies, and the change from the single column to the double column made the cost \$4.00 for 300 copies.

Because we were getting our calendar printed so cheaply, we were pushed, literally forced, to syndicate our material. Our printer became ill and the material for our calendar was taken to a near-by town to have the one issue printed. There we paid twelve dollars for merely the setting up of the copy, and two dollars for the presswork.

About three weeks later our printer informed us that he was putting too much time on our calendar for the amount of money he was getting out of it. We asked him what he was going to do about it, and he suggested that we allow other churches to use the material which he set up for the front, back, and third pages. Each church secured on this syndicate would have to fill only one page with the order of services and announcements. This work the printer agreed to do for the other churches at a minimum charge of one cent per copy provided the church would take as many as 150 each week. We followed his suggestion, and now have six churches in our syndicate, one of which is taking 300 copies alone. We are expecting to add several large churches to the syndicate this fall, and when this is accomplished, our church will be getting its calendar gratis.

When one has once found a market for his commodity, and discovers at the same time that there is also a great demand, he must be willing to keep the market supplied. In a church calendar this is not so difficult, after all. A little time, a little coöperation, a little help asked from others, and you have your calendar each week. We have our missionary society furnish material for one column each week, we have asked our young people to furnish material for one column, and one of the other pastors in our syndicate fills one column; this leaves two columns each week for the pastor to fill.

People are interested in facts about the local church and the church at large. This always keeps us from repeating. This gives us something fresh, and some facts are almost as startling as the big paper scandals, and as interesting as Booth Tarkington's filmed book, "The Flirt," or Douglas Fairbanks in "The Three Musketeers." Not until we discovered this fact were

we ever able to get our people to take our calendars home with them. But from the very first issue of a complete four-page change, with a beautiful little poem written by one of our elders gracing the front page, we could not find a single copy of our calendar in the pews, and I have only one copy on my record.

When a new church comes into our syndicate, the first thing that the pastor wants to do is put his picture, or the picture of his church on the front page, and everyone wants his church directory on the back. But people cannot read a message out of gazing at an old church, or even a very beautiful church picture. No one has his mind enriched by seeing a bunch of officials on the back of a calendar when he knows two or three of them who are crooks. And what woman can enjoy reading the names of half a dozen women, any one or all of whom she could displace with the greatest efficiency?

Facts! Facts! are what our calendars must contain if we want our messages to be carried away with enthusiasm. Consequently we pack our little four-page calendar brim full of facts. And this is the best kind of advertising in the world. Everyone knows that it pays to advertise. We have found it to be true with our calendar. And every other church that has launched out into this field has found that it pays, too.

#### MAKING A PRACTICAL CHURCH HOUSE ORGAN

BY C. A. McALPINE, D. D.  
*President, Church Service, New York*

TO HAVE the proper influence, the church bulletin should be more than a mere list of announcements. There are practically 234,000 churches in the United States which represent a potential circulation of 30 million copies a week of a published church bulletin, or house organ.

Even in a small six-by-nine publication, 3,000 words can be condensed without crowding. Presented in tabloid physical form, it is easy to summarize numerous items of interesting information. Because of its light physical weight for mailing, and because of its character, a second-class mailing privilege could be obtained from the post office, and mailing costs would be cut to a very small amount.



This is a day of postcard literature and movie captions. People think in capsules; or by jerks, if I may change the figure. Whether we like it or not we must face the fact and meet it as best we may.

One reason that not more of our people take the denominational papers is not alone because they think they cannot afford it, but because they do not want to take the time, or are not inclined, to read long articles which haven't a thrill in every other sentence at least.

Of course it is nonsense, in a way, to say that what is interesting will be read. For interest means an attitude that results in reading. But I mean that a church bulletin can be constructed which shall take into account the educational attainments, the needs and interests and characteristics of the readers of a certain church, so as to assure its being read. For example, the constituency of a church in a mining town in West Virginia would probably not be interested generally in a periodical like the *Congregationalist*. But much of the material in the *Congregationalist*, together with other material, could be re-stated and condensed in such a way that it would "get across."

The church bulletin should accomplish several things: it should build up church morale; it should promote the family atmosphere; it should assist in mutual understanding between the pastor and people; it should be an educative factor in church life; it should help the pastor's ministry.

How much a church needs the optimistic spirit running through its work! And one of the great agricultural papers says that its purpose in its cover designs is to "pep up farm life." The bulletin should "pep up" the church life.

I do not know a pastor who is not ashamed when he tells you how many, or how few, of his people take a religious paper. What kind of a background of information does a pastor have for preaching on some denominational enterprise? He must be almost kindergarten in his treatment of his subject except for an elect minority. But if he could, in the course of the year, give, by homœopathic doses, some knowledge of different phases of church activity, how much more effective might be his pulpit presentation of Kingdom interests.

In such an organ a pastor can say some things he could not

otherwise say. Or someone can say them for him. Some little matters, for example, he wants the whole church to hear. But the whole church is never together. And if they were, more important things would occupy the time.

As to material for the bulletin, the difficulty lies in its abundance, not in its paucity. These few items are merely suggestive: A half page of condensed news of the religious world every week would furnish a great deal of information in the course of the year; about twenty-five pages more than most of them would have gotten otherwise; an occasional message from the pastor, not a letter, but a quotation or a brief statement intended to open up the way for the Sunday's sermons; a Bible-reading course giving selections of Scripture for daily reading. Thus a church might be taken "Through the Bible in a Year"; comment on Sunday-school lessons; a paragraph or two tying the Sunday themes into a unity, providing they are a unit; advertisements of the work of the various church missionary societies. Many societies would gladly furnish electros if there were a real call for them.

These suggestions, too, should be foremost in the editor's mind when getting out the bulletin, or church house organ: humor can be used effectively, with profit; a course for six or eight weeks on the Church Covenant, half a column each week; episodes in local church history, either a continuous series or a series given on anniversary occasions; episodes of national church or denominational history; episodes of general church history; series of short articles on hymns; series of short articles on Who's Who in the religious world; puzzles; children's column or page occasionally; illustrations; news of the mission fields, religious education.

The principle to be noted in writing the announcements of church appointments is that each one should be really a sales argument for the meeting or activity. Even though the notice may not aim to increase attendance at that particular meeting, the idea should be made attractive, not only for those who attend, but for those who cannot.

For example, a Sunday-school business meeting may be announced as follows: "The regular monthly business meeting of the Sunday-school will be held Tuesday evening at 8 o'clock. All teachers and officers are urged to be present." Or it may be



announced thus: "907 people at one Bible Class in a city of ten thousand! Not a fairy story, but a statement of fact. How it is done will be considered, among other things, at the Sunday-school business meeting Tuesday at 8." Only about a dozen more words. But everybody who reads the notice has an idea that the meeting isn't a dead one.

The appearance of a church bulletin is important. Poor printing is worse than none, in some cases. In this day of good printing we ought not to present anything but good specimens of the art. I have no patience with the idea "we can't afford it." We usually mean that "we won't afford it." Good paper should be used, but not extravagant paper. In the make-up we should remember that long lines of 8-point type are hard to read. Make narrow columns, make the bulletin easy to read. Some churches have used mimeographed bulletins. The newest mimeographs are capable of doing some excellent work. I have seen mimeographed sheets tipped into regularly printed covers with good effect.

I have already alluded to what I regard as the ideal distribution. Assuming that this is not immediately attainable, I would suggest an occasional distribution by mail, or by messenger, when something of unusual interest is about to take place. Or an issue may be sent to selected lists of those you desire to interest in your work. If, for instance, Fred B. Smith were scheduled to speak in your church on his observations in war-stricken Europe, you would send the bulletin to this selected list. This sort of circularization would prove probably the most effective at least expense of any you could undertake.

It is desirable, of course, to have a weekly publication, but it is not essential. Better a good monthly than a poor weekly bulletin. I know several bulletins that would be more useful as real monthlies than they now are as imitation weeklies. Especially is this true in rural churches, where the number of public services is limited and the activities do not furnish the same amount of news.

I would like to read here part of a letter I received some time ago from a pastor who was using the monthly bulletin to advantage: "It cost sixteen dollars for one thousand, which is a profitable rate to the printer and puts us under no obligation.

The order of service ties down the choir to its job by committing it to a month's planning in advance—also the pastor, though I have always striven to plan at least a month ahead, rather than to live from hand to mouth in the choice of sermon themes."

The pastor should not usually be the editor of the bulletin if there is any other available person capable of doing the work. From what I have said, it would be easy to conclude that I considered the editorship of such a paper a job worthy of a person's major interest. I do. Many young people would find here a field of wide usefulness; and doubtless in a great many cases natural gifts would be stirred and revealed which would point the way to life callings in literary and other pursuits.

#### HOW NEWSPAPERS ARE HELPING CHURCHES

BY HERBERT H. SMITH

*Assistant Publicity Manager, Presbyterian Church of the United States, Philadelphia*

NEWSPAPERS to-day are studying more than ever the question of church advertising, and are now seeking to make more effective the copy furnished them by local churches, copy which usually consists merely of the announcement of the topic for the sermon.

This department has consistently stressed the idea that the announcement of the sermon is not sufficient to draw to any church the man who has not decided to go somewhere to church. Something must be done to attract the unchurched man. Newspaper-advertising managers are realizing this fact more and more, and are talking this thing in conferences on church advertising in their solicitation of church copy.

One collateral effect of the offer of Series No. 3 has been the presentation of these ads to church federations and similar groups in a city. As a result, the St. Louis Federation of Churches has organized committees of the local advertising club to prepare copy and sell space for a series of ads in that city. The Dayton, Ohio, Federation of Churches has used this series of the Department, as also has a group of churches in Elizabeth, N. J.

Scores of daily and weekly papers in all parts of the country



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have used quarter pages, half pages, and whole pages in an effort to attract more people to their local churches. They have also, largely, stimulated the use of more space by individual churches.

A year ago I was able to report that the Church Advertising Department had offered to daily papers two series of advertisements of ten pieces of copy each. These were used by twenty-five newspapers. Following this opening wedge, which revealed a desire on the part of newspapers for this sort of promotional material, the Department issued immediately after the Milwaukee convention a year ago Series No. 3, a pamphlet of fifty-two advertisements which had been prepared especially for this work. The printing and circularization of these ads was privately financed.

This copy has been used in a variety of ways. Perhaps a majority of the papers which bought the copy used the material in space which the paper donated, in an effort to attract attention to the church page and arrest the eye of the non church-goer and lead him to attend one of the services advertised by the individual churches. In other towns arrangements were made with groups of merchants and professional men whereby large space was bought by coöperative effort. The copy of the Department was used at the top of the space, and the names and locations of the individual churches put in uniform space around the central message. The efforts of the copy committee to furnish prepared material for the use of newspapers has led to the preparation of similar material in a number of communities.

#### WHERE TO PUT THE CHURCH ADVERTISEMENT IN THE NEWSPAPER

BY F. ERNEST WALLACE

*Advertising Manager, Elizabeth (N. J.) Daily Journal*

WHEN the Ministers' Association of Elizabeth, New Jersey, started a go-to-church newspaper advertising campaign to run twenty-two weeks, I suggested that they place the advertising on other pages of the newspaper than the church-news page, because we would naturally suppose that the majority who

read the church news are church-goers anyway, and they already have them, so why not go after other readers of a newspaper, who may not go to church, and I suggested that they put it on the sporting page in order to reach those interested in sports, and try and get them to go to church. When they are reading of prize fights, baseball, golf, etc., the church ad will stare them in the face, and they may be persuaded to go to church.

For the same reason I suggested placing the church ads in the following positions in the newspapers: on the amusement page, in order to wake up some of the theater and movie lovers to the fact that the churches have the greatest attraction in the world; on the women's page, to reach the women interested in dress and fashions and advice to the lovelorn; on the comic page, to reach the children, for that is where the start must be made; on the want-ad page, for this is the page of human interest which reaches the workers of the community.

The decision was made to carry out the campaign along these lines. It was very successful, and the same plan will be followed in a larger campaign planned for the fall.

#### WORKING WITH THE NEWSPAPERS

BY REV. J. T. B. SMITH

*Committee on Conservation and Advance, Methodist Episcopal Church, Chicago*

NOT only should there be a closer relationship between today's newspaper and the interests of the church, but students in theological schools should be taught the rudiments of journalism. The technical insight into news writing thus gained would go far in furthering the greatest coöperation between ministers and editors. As a business, the church is amazingly big. It touches society, the private, the business, the professional life of the country at every point. But there are very few owners of, or writers for newspapers who are atheists.

If some of the newspapers to-day are sensational, lacking in moral tone, a detriment to the progress of Christianity, it is a reflection on the churches rather than on the newspapers, because the churches should insist that the owners and editors of newspapers, who are members, apply their Christianity to the



task of making a newspaper which would help the coming of the Kingdom of God on earth, rather than hinder its progress.

There is a growing increase in the number of preachers and laymen who can write intelligently for the press. The pastor should be willing to give to the editor of the paper in his town, city, or village, news stories of church activities, and to supply an abstract of his sermon or address on special public occasions. The preacher should study the style of the newspaper in his community and should follow its style. Preachers should visit the editorial sanctum in a friendly way and for coöperation. If the village paper is sick it certainly needs the pastoral care. Friendly coöperation is far better than adverse criticism. It is ridiculous to criticize a newspaper for an article that is inaccurate, when the church people have failed or refused to give accurate information regarding the event to the reporter or the editor. It is also very foolish to complain of lack of news in the community paper, when the church has failed to supply the data or the news to the paper.

"It pays to advertise," as hundreds of preachers and churches have demonstrated by increased attendance and larger collections, as well as larger publicity. Churches should not "sponge" on the newspaper. The space in the newspapers must be sold to pay the running expenses of the paper and the churches should advertise their wares as earnestly and as systematically as do the business men.

The preacher should supply news by studying the needs and the standpoint of the newspaper. The preacher owes it to the public and the members of his congregation to see that the news about his church and about religious advance in general is properly handled. One prominent editor has said, "Take the newspaper men into your confidence and nine times out of ten, or oftener, you will find that they are regular human beings."

It is small business and ridiculous of preachers to say that our press associations or great newspapers are controlled by large interests or any particular church. We have had over seven years' experience with press associations and somewhat close association in coöperating with the Associated Press. It is silly, childish, and lacking in truth to assert that the Associated Press is controlled by any particular business or church, and it is against sensationalism. Our great newspapers and press

associations try to be truthful and are simply the organs of conveying news of all events, unbiased and unprejudiced, to the public.

Encouraging evidence of increased interest in church advertising was marked at the Chicago Church Advertising Conference, called by the National Conference on Church Publicity, and held in Chicago under the joint auspices of the Chicago Church Federation and the advertising council of the Chicago Association of Commerce, October 31, 1922. Between four and five hundred ministers and laymen were present and registered as representing eleven different states. Great care was exercised in the selection of speakers, and every moment of the day until late in the evening was filled with the latest and most informing messages on publicity.

Slowly but surely the church is adopting the latest and most approved methods of the business world in securing the interest of the larger public. Suggestions that a decade ago might have seemed sensational are to-day recognized as perfectly legitimate as a method of advertising. The very term "advertising," though at heart commercial, is now quite familiar in church circles and altogether likable. The most effective way to reach the crowd in cities of 250,000 and over is through the daily newspaper. The newspaper welcomes news but is shy on propaganda. The newspaper is more interested in what you do than in what you say, especially if you do something to help another person or the community as a whole.

Advertising must be consecutive, persistent, prepared for, distinctive. If a minister does not know how to advertise, let him learn how, or let him get the help of a layman who advertises.

In advertising the more you tell the quicker you sell. Don't simply say, "A room for rent," but say, "A room with east front window, opening on balcony, airy, sunny, hot water, modern plumbing, attentive janitor service." Likewise give attractive details of your church service. In church announcements put the attractive feature first. Don't say, "The First Presbyterian Church," but "Why Be An Optimist? This subject will be discussed at . . ."

Put the expense of advertising in your regular church budget. Plan a long time ahead for a campaign of advertising.

In hard times increase your advertising; when you get the



crowd, increase the advertising. Get a slogan or trademark for your church. The red whiskers of a well-known politician are of advertising value to him because they are distinctive and have become well-known.

Coöperative advertising makes religion and church attendance prominent, the churches sharing alike in the benefits. It also offers an opportunity for editorial appeal in favor of religion which is not possible when but one advertiser is concerned.

Just as you avoid the preacher tone in speaking, avoid the commonplace in bulletins. Avoid hackneyed, conventional expressions. Note the way big advertisers play up clothing, food stuffs, and soap. Emulate their originality, and express everything in terms of life, as they do. Humor in a bulletin often conveys a lesson it would be hard to state in direct language! "A hearse is a poor vehicle in which to ride to church. Why wait for it?" "I've been in the harness twenty-two years." "Yes, but you have worn out fifteen holdback straps and only one collar."

Have a church and community list to whom you send letters of invitation and information. Follow up absentees and those needing special attention with special letters fitted to their needs. Have in mind accumulative results in planning your letters. Radios are spreading everywhere. Use them for sermons when you can. One pastor received 500 letters saying those writing had heard him on the radio.

The movies, also, can be utilized for publicity. Announcements shown on the screen reach a large constituency, and when you are competing against many other attractions which force themselves upon people's attention, electric signs are effective. An electric cross in the sky is significant and arresting.

All these suggestions and principles, intelligently applied, will help build your church.

#### OUTDOOR CHURCH ADVERTISING

BY REV. HERMAN PAUL GUHSE  
*Oxford Presbyterian Church, Philadelphia*

OUTDOOR advertising comes about as near to the Master's method of approach as anything we moderns can employ to

reach the unchurched. Each one must work out his own distinctive features to accommodate his locality and meet his opportunities. I can briefly sketch our scheme of outdoor advertising for what it may be worth by way of suggestion.

We are a semi-downtown church, on the main thoroughfare of the city, surrounded by business, apartments, and rapidly diminishing private residences. On Sundays the crowds surge past our church, much as they do on Fifth Avenue in New York City. We have six distinct ways of reaching our constituency in the field of outdoor advertising.

First, we have two large American flags, which are given to the breezes before the church each Sunday. They hang, suspended over the sidewalk, by two long flagstaves, from the lower tower windows.

Second, some three to four hundred bulletins of our Sunday services are distributed each Saturday, to some sixty public places of business, and put in conspicuous places. Frequently the Boy Scouts take out some five to ten thousand cards and distribute them throughout the community. On Sundays, before the services, they are stationed at corners, several squares on either side of the church, to hand people the cards.

Third, we have a cornetist in the tower for a half hour before each service. He plays the familiar hymns of the church. We have had new members who said that they had been brought into the church by this means.

Fourth, we have a beautiful glass vestibule which is brilliantly lighted at night. It is the base of our electric sign. In this vestibule we display attractive posters mounted upon an easel. These posters announce the next Sunday's topics early in the week.

Fifth, on either side of our vestibule we have boxes, in keeping with the architectural features. Into these we place the Sunday Bulletin on Friday, Saturday, and Sunday. As people pause to read the mounted poster within, they help themselves to bulletins.

Our biggest advertising feature is our electric sign, of which we are justly proud, the largest and most costly electric display feature before any Christian church in the world. Its construction is of copper and plate glass, and it rises to a height of forty feet above the pavement. The base is the vestibule itself,



some six feet wide and six feet deep, with a terrazzo floor having a beautiful mosaic border and the word "WELCOME" worked into the center, also in mosaic.

Across the top, and above the doors, which are thrown entirely open, there is the electric bulletin board, with four lines of changeable copper letters. This is changed daily. The display sign, or shaft, rests above this bulletin board, as the crowning feature of the brightly illuminated vestibule. It is 2½ feet square, 24 feet high, with raised white opal glass letters, reading "The Community Church."

On either side of the large bulletin board is an illuminated panel displaying the stated meetings and activities of the church. Glass panels back of this sign furnish light inside the vestibule, as do also four 75-watt nitrogen lamps in the ceiling panels.

This whole artistic and brilliant church entrance makes its appeal blocks away. It is our way of letting the church speak for itself, outwardly.

#### DIRECT-BY-MAIL FOR THE CHURCH

BY TIM THRIFT

*Advertising Manager, American Multigraph Sales Co., Cleveland, Ohio*

DIRECT-MAIL advertising, as a medium, offers the church advantages that should give it first consideration when planning a program of church publicity.

These advantages are many. A few of the more important may serve as suggestions of the wide field open to direct-mail methods. First, and of especial advantage to churches whose means often are limited, is the economical feature. With the multigraph, various direct-mail pieces such as letters, bulletins, notices, papers, calendars, and the like can be form typewritten or printed for little more than the cost of paper and supplies.

Another aspect of this economical feature is found in the directness of this method. There is no waste circulation. The pieces are mailed only to those whom it is desirable to reach.

Direct-mail publicity, moreover, is timely. Your message not only reaches a selected group but reaches them when you want it to; when it is most effective.

It is also a highly personal form of advertising, a form es-

pecially needed in church work, where the relationship is a personal rather than a business one. Being a personal message, your direct-by-mail appeal may be made appropriately dignified in text and make-up suited to its church purposes.

Direct-mail methods afford versatility of appeal. If you are conducting special services that would have a strong interest for business men, a well-written letter sent to the home of the business man, telling him how your sermons would help him in his daily work would be effective.

Again, your appeal may be directed at parents through their children. Children receive little mail. Address to them your invitation to attend church and Sunday-school services, and see if the parents do not become interested.

In these days of Sunday amusement competition, more than occasional personal contact is needed to keep the young people in the church. Here also a personal letter, sent out several times during the year, is a powerful aid in reaching and keeping the young without whom no church can thrive.

In much the same way it is possible to keep the men interested in the church and its work. Consider the effect of a letter signed by the pastor and sent out to all men in the church expressing appreciation of the possibly good reasons for irregular attendance, but expressing at the same time a desire for their coöperation in making the church a place to which men will desire to come. In every church there are many persons who crave a personal word from the pastor. You may inadvertently omit contact with some who feel the lack of it keenly, but if everyone in your church received from you a personal letter several times during the year, it would do much to mitigate any possible omissions and make possible greater service to members.

Another advantage, and one very helpful in church affairs, is the selective financial appeal possible through direct mail. Your congregation may be divided into groups for financial purposes, and letters of appeal for funds individualized to meet each of these groups, the wealthy, the moderately well to do, and the less fortunate.

You may have tried direct-mail advertising without getting desired results. If so, you may be sure that the fault was not with the medium, but with the way in which it was used. Your failure may have been due to any one or all of the following



factors: inaccurate mailing list, mailing list not classified correctly, insufficient follow-up, wrong appeal used in text matter, unattractive layout, or poor general appearance.

Volumes have been written on the subject of direct-mail advertising. Summed up in two words, "Be Human" covers the advice quite completely.

#### THE CHURCH PUBLICITY EXHIBIT

BY A. D. BRUSH  
*Chicago Church Federation*

SO FAR as the church section of the exhibit on the Steel Pier is concerned, it indicates conclusively the realization on the part of the church that practically every form of legitimate advertising is useful in carrying the message of the church, and that churches are realizing that newspapers are glad to cooperate in respect to the publication of news—when it is interesting.

The publications which have donated space for the general inspirational message concerning the church have found that accompanying paid advertising automatically increases; that talented men are glad to assist in the cause of church advertising; that the greatest success attends advertising programs that are consistent, comprehensive, and continuous; that unique methods of advertising have been found profitable by churches which have so experimented; that group advertising campaigns by churches of different denominations have proved popular; that church advertising is improving both in character and appeal, and that a stronger, more favorable influence to church attendance will be developed if advertising represents greater persuasiveness with less emphasis on the imperative, "go to church!"

#### THE BALTIMORE CHURCH ADVERTISING CONFERENCE

BY NORMAN M. PARROTT  
*Secretary-Treasurer, Advertising Club of Baltimore*

ONE OF the reasons churches have not used more advertising is because those in the advertising profession do not seem to know

much about the methods of church work, and that pastors and church officials know even less about advertising.

The Advertising Club of Baltimore is fortunate in having an advertising church committee appointed by President Burroughs last October, so when the Executive Committee of the Associated Advertising Clubs of the World at their meeting at Atlantic City last January, urging the local clubs to cooperate with the local churches in reference to church advertising, we had a conference with W. L. McCleary, secretary of the Baltimore Federation of Churches, Reverend Dr. Brown, secretary of the Maryland Sunday School Association, G. N. Gunderson, classified advertising manager of the *Baltimore News and American*, and H. J. Moehlman, classified advertising manager of the *Sun*.

This is what we did: we secured a list of the pastors from the church federation, and a list of the Sunday-school superintendents from the Maryland Sunday School Association. W. N. Van Sant sent each of them two letters telling them of the all-day conference we were going to hold in Baltimore February 27, 1923.

The program, copies of which we sent with the letters, was as follows:

- Morning: 9:45—Assembly; Inspection of Exhibits.  
10:15—Opening by President Burroughs.  
10:30—"Advertising in Church Development,"  
Rev. Olsen.  
11:00—"The Postage Stamp," Jacob G. Moses.  
11:30—"The House Organ," R. M. Van Sant.  
12:00—"The Newspaper," Robert H. Wildman.  
12:30—Adjournment; Exhibits.
- Luncheon: 1:00—Luncheon (\$1.00)  
2:00—Motion Picture, shown by Lewy Studios.  
2:30—"The Great Outdoors," G. B. Neale.  
3:00—"Fundamentals of Advertising," W. N. Van Sant.  
3:30—Questions and discussion, W. N. Van Sant.

The exhibits were mounted on binders' board, 36 x 40, which the exhibitors furnished. We suggested that they be in uniform size and material. We asked for exhibits from the newspapers: newspaper advertising that had been used with results; from



producers of outdoor advertising, paper, paint, and electric signs. We asked for exhibits from the multigraphing offices, of former letters that had been used with good results; also from the printers (this was assembled by the Typothetæ of Baltimore) for any kind of printed matter that had been used for church advertising or publicity.

On the plan which we adopted, which was very feasible, we simply placed the boards on chairs against the wall, which made them the proper height for reading not only at the tops, but also at the bottoms of the boards.

We had an exhibit of forty boards showing more than 400 exhibits, and out of about 350 Protestant churches we had a registered attendance of 110, and there was quite a number who came in late and did not register.

## XIV

## HOW COMMUNITY ADVERTISING YIELDS RESULTS

*Importance of considering the farm resident in the community advertising plan—Merely attracting transients is only partly beneficial; communities must offer advantages of permanent value—A method for keeping score on community progress—How they do it in Europe—Direct mail and screen important avenues of appeal*

## BASING COMMUNITY PLANS ON KNOWLEDGE OF THE FARMER

BY WILLIAM C. BYERS

*Director, Agricultural Bureau, Pennsylvania State Chamber of Commerce, Harrisburg*

SUCCESS in any community coöperation can be traced directly to a complete understanding of farmer psychology. The urban-group mind is more generally understood by those who seek farmer coöperation than is the rural-group mind. The farmer, of course, shares the same common mental processes of his period and his locality. In part, psychology must understand him by its knowledge of the common experience and practices of his race, his nationality, his geographic section, his political party, his religious faith, and his social ideas.

With farm homes located at distances varying from rods to miles, with poor roads or none at all, no telephones, few conveniences of life as we know them to-day, the typical American farmer learned early to think of and interpret things in terms of his own individuality. This sort of psychology developed a resultant set of individualistic institutions, namely, the church, the district school, the country store, all of which served their day and age well. The farm home was also an expression of this individualism.

Until recent years the farmer has not been brought into



economic and social contact with the world in matters of the deepest concern to his success. He did not feel the need of coöperating with outsiders in establishing business relationship or in building community institutions. His markets were local and required little attention on his part; legislation he left to the lawyers; most of his farm work he performed himself with the aid of his family, and the townsman meant little more to him than a necessary evil to be watched with the closest scrutiny. Until recent years the farmer has been a free lance.

The increasing commercialization of agriculture, bringing the farmer into economic and social relations with men of various business groups, has been a dominant force in stimulating him to a more cosmopolitan attitude of mind. With the concentration of industries and the building up of cities, agriculture has passed from a self-sufficing occupation to one dependent upon the outside world. He finds it necessary now to look beyond his farm and neighborhood, to study the big questions of supply and demand, to interpret economic changes, and to conduct his farming in accordance with the new demand. With the increased specialization in agriculture and the development of sale by grades, classes, and standards, the farmer is being thrown more and more into contact with strong competitive forces. By the operation of the law of the survival of the fittest, the farmer is being forced out of his individualistic ways in such markets.

We must not for a moment lose sight of the fact that many a city man is densely ignorant of the farmer and his true method of life and that educative measures are necessary for him in order to bring about a proper adjustment between the two, resting upon a thorough understanding and appreciation of each for the other's business and mode of life.

Life in the country tends to establish the instinct of possession because of the importance of land ownership. Doubtless the appearance of agriculture in human history had much to do with the establishment of private property, and the tiller of the soil will be the last to surrender property rights. Any suggestion that attempts to make headway among country people must pay due regard to the influence of the instinct of possession. The community organization can skilfully transfer much of this desire for possession from the area of personal ownership to that

of community. Then the community in a peculiar sense becomes the possession of the farmer, who believes himself a part of it. Its prosperity becomes his prosperity, its reputation gives him a sense of pride. If, by lack of organization, or by lack of success in the functioning of the organization, the community has little to boast, the farmer must necessarily satisfy this instinct of possession in things that belong to him and his family exclusively. Unless the instinct can to some extent be lifted up to the level of community expression, it becomes an obstacle in any effort to bring the people together. This need of creating a sense of community possession explains the advantage in any movement of enlisting the people in some concrete physical improvement; better roads, a new school building, street lighting, or an industry. Through the eye they see the results of the organization, and if they have had part in the movement, have a sense of personal contribution which more than anything else is likely to feed the enthusiasm for still greater community progress.

Another important primal instinct highly developed in the farmer is that of fear. Whereas in its original state it was a protection to man, and has been suppressed to a degree with changing conditions, it now shows itself in by-product form such as timidity, suspicion, brutality, and sensitiveness. Much that has been experienced by the farmer in his economic life encourages this attitude of fear and suspicion. In some sections of our country there is much more timidity on the part of farmers than in others. Isolation increases the timidity; inexperience with business ways gives opportunity for the fear to operate. Any specific exploitation which the farmer in his business relations may have suffered at the hands of the middleman and other representatives of city business tends to give vigor to the instinctive reaction of fear when new social and business organizations are advocated. It is apparent that until confidence is built up with the farmer, and his good-will developed that will overcome the instinct of fear, with its attendant suspicion and timidity, the farmer element is negligible in community enterprise. Unless the idiosyncrasies of the urban and rural elements are recognized, understood, and shaped, there can be no true coöperation. But assuming that this is all worked out, what then governs the success of the project?



Like every other successful organization, the community association must have vision to perceive the goal toward which they are striving, leadership to carry on the work persistently and unwaveringly, and a loyalty to the cause of every one in the community. These are not easy requirements to find in every small community.

From a farmer standpoint is community coöperation worth while? From an economic standpoint, the farmer must be benefited by any kind of organization that will assist him to increase his income. In most instances the urban business man is a native of the community, with the same traditions, racial characteristics, church affiliations, and blood relationship as the farmer. Could an alignment of their interests in economic channels react in any way other than beneficial to the farmer?

Then we must briefly consider the advantages accruing to the farmer from a civic standpoint. The rural civic problems are common to the town and country. Their schools are usually common to both; the roads are used by both, their churches, society, parks, institutions are one. Being thus, the town cannot change them without the consent of the country on the one hand, or the ill-will of the country on the other. Only by common understanding and discussion of the problems that affect the everyday life of each can the views and aspirations of the other be determined. Here again the advantage lies with the farmer who has more to gain from civic improvement than the townsman.

But undoubtedly the farmer has not enjoyed the privileges accruing to the urbanite in the matters of home conveniences. A town feeling the need of a water system bonds itself for the necessary capital and apportions the cost to the individual over a long period. The farmer must bear the initial expense himself and pays a much higher rate for water. The same is true for sewage disposal, electricity, transportation, and the like. Whether or not these urban conveniences will ever be extended to include the community is problematical; yet many electric power and telephone lines have extended their service beyond the urban limits.

Politically, it appears essential that a common understanding exist between all elements of our population else we have combinations of special interests to the detriment of all others. Soli-

arity of purpose based upon experience is more essential than the host of new ideas that guise themselves as beneficial to agriculture, but in reality carry special favor with another element.

Concrete examples of the economic, social, moral, and civic advantages of coöperative action between town and country are too numerous and unmistakable to require citation here. Naturally both sides gain; certainly the farmer has nothing to lose. But the influence is more far reaching than the confines of the particular community. Where men learn how to plan together, work together, and play together the whole state benefits because there is developed the type of citizenship upon which this nation was built.

#### BUILDING COMMUNITIES FOR THE FUTURE

BY DON E. MOWRY

*General Secretary, Madison (Wisc.) Association of Commerce*

WHETHER it be an industrial enterprise or a community organization, such as the association or chamber of commerce, the same rule, based upon a practical application of known facts, must be applied. The organization that does not advertise—sell itself through the medium of truthful publicity—is merely marking time.

Every community in this country has a selling campaign to "put over" every day in the year, namely, that of educating the people to a degree sufficient to appreciate the disinterested community service which the commercial bodies are capable of rendering. But community advertising is more than an educational problem. In the final analysis the problem resolves itself into one in which those who are guiding the community salesmanship and advertising campaign must sell the community to itself and then sell its assets to the outside world. Community advertising is community building. We build a campaign of advertising around a product; why should we not build a community through effective advertising of it?

It is generally believed by the most thoughtful of community advertisers that before a community can hope to attract outside patronage it must prove its worth at home. Making permanent



and profitable patrons for a community might, therefore, be termed a selling campaign with two divisions: one aimed within the territorial circle of the community and the other aimed without the circle, or, the outside world from which we hope to attract a very definite percentage, determined upon the outlay to be made in time and money and man-power.

The purpose of the campaign within the territorial circle of the community should be to gain support for the determined policy of action; the purpose of the campaign without the circle should be to attract within the circle those individuals, organizations, commercial and industrial enterprises that spell greater prosperity, better living conditions, increased educational and recreational facilities for all.

If Joplin, Missouri, Des Moines, Iowa, and Madison, Wisconsin, were to rest content with the assets which they now have, these cities could not hope to be classed as effective community advertisers. If Joplin is content to be the lead and zinc center of America, when this industry has run its course in that center Joplin will cease to be an attractive community for any one who possesses the spirit of community building.

If Des Moines had not capitalized the advertising which the outside world gave her on her changed form of city government, Des Moines would undoubtedly have remained, for all practical purposes, a capital city.

If Madison had not capitalized, in every possible way, the many assets which nature has so lavishly bestowed upon her, Madison might have remained a small college town with no manufacturing establishments.

Los Angeles, midway between the desert and the sea, had nothing more tangible to begin with than a climate, but the spirit of her people, coupled with advertising within and without the circle, made it the acknowledged playground of the world.

Campaign mediums for community advertising are many, such as the press, editorial advertisements, free editorials, direct mail, special editions, pamphlets, meetings, and luncheons.

An attractive booklet, with definite selling facts, approved by an advertising expert, containing views of your community, and listing your assets in visual form, is a worthwhile undertaking. A series of booklets often proves effective. The chief thing to consider in getting out this material is your field of

attack. All direct mail, unless built to strike a definite field or group of individuals, is rather ineffective and hardly worth the effort.

The larger communities divide their mail attacks by publishing special booklets on special assets, such as industrial opportunities, transportation facilities, shipping, recreation, tourist motor points, jobbing and wholesale markets, and many other subjects. This enables these cities to make a very definite campaign on a very definite group of people.

Smaller communities often make their campaign fit the specific opportunities they are able to offer, by getting out small folders constantly. All of this literature should have a selling punch that is strong enough to cause the prospect to seek additional information. Some communities make special, individual reports to inquirers neatly bound in a heavy, attractive cover.

The majority of our people are influenced by suggestion and if this characteristic is kept in mind when writing copy for the market outside the circle, the tabulation of results accomplished will be greater when stock is taken. Commercial organization secretaries, as a class, have not had the training or the inclination or the adaptability to apply professional methods in the community advertising they have been called upon to execute. A course for the training of men in community advertising might prove very helpful if a well-balanced committee set about this task. Such a course would be welcomed with enthusiasm by the rank and file of the membership of the National Association of Commercial Organization Secretaries, especially if initiated by the Associated Advertising Clubs of the World.

All of us must remember, in writing copy, in setting our plans to attract more and profitable patrons for our communities and in perfecting any plan aimed at those individuals or organizations and enterprises without the community's local sphere, that we are facing strong competition. There must be something different in a city to cause people to want to live and work there in preference to wanting to live and work in some other city. What that something is must be discovered and capitalized. Abnormal conditions may arise in a community. If these conditions arise in your community, study them. If these conditions warrant outside publicity, devise the methods



by which the desired publicity and advertising may be obtained at a minimum of cost. Advertising which does not lead somewhere is of only passing value and should not be considered effective community advertising.

#### ATTRACTING THE TOURIST TO YOUR COMMUNITY

BY PERRY S. WILLIAMS

*Manager, Tourist Information Bureau, Minneapolis Journal, Minneapolis*

WHAT community is there in America, not excluding the large cities, that would not extend itself to the *n*th degree to be included on the line of a new railroad? Yet in the automobile passenger travel the same opportunity, in a greatly magnified degree, is open to every locality that is alert enough to furnish the simple requirements of the motorist.

Similarly, what community would not seek by every means possible to attract a new industry? In fact, American communities have been so keen along this line that many industries have been urged to settle in points where failure was a foregone conclusion. Who has not seen in towns throughout the country gaunt, empty buildings, the tombstones of business endeavors that are dead? Yet how many of these same communities are alive to the possibilities of getting their proper share of the automobile traffic which is a cash business? Every spot along the route of the motorist's travels furnishes to the community the equivalent of the railroad's coal, in gasoline, oil, and even repairs for his machine. Likewise, he stops at the various points for what would be his dining-car service on a railroad and again he must seek en route his substitute for the railroad sleeping car.

Let us assume that the community is a very small one, located on a heavily traveled road between important or larger centers. It is further assumed that ninety-nine out of every hundred machines pass through without a stop, and that the hundredth motorist halts his journey merely to replenish his gasoline supply, to snatch a meal, to have his car repaired, or to purchase ice cream or candy. In other words, that the stop is merely an accidental incident in his trip.

There comes a day, however, when because of construction, a

storm, fire, or some other unusual circumstance, the regular road beyond is unsafe or impassable to motor traffic. The town bureau then places conspicuously at the roadside another sign which has been held in readiness for the occasion, reading, for instance, as follows: "Motorists Stop! Bad Road Ahead. Free Information Here." With the establishment of such a system of bureaus throughout the nation in every community, regardless of size, we have nothing more nor less than a semaphore system operating for the benefit and protection of the traveling automobilist.

There now are practically ten million privately owned and registered passenger automobiles in this country. From thirty to forty million citizens of the United States can go at any time to any place they may desire. In other words, one third of the population can move 200 miles in one day with ease.

Americans have a natural disposition to travel, and the passenger automobile, in which the people have invested something like \$2,000,000,000, makes the final possibilities of this traffic surpass imagination. Automobile-industry experts assert this country is nowhere near the saturation point in the purchase of machines and that by the time we have one hundred and fifty million people, there will be in the hands of private owners thirty million automobiles capable of carrying 80 per cent. of the population, and representing an investment of more than \$7,000,000,000.

The time fast is approaching when we will have, throughout the length and breadth of this land, hotels built especially for the accommodations of motorists, that is, accommodations for both the motorist and his car. Where will these hotels be located? At points that have proved themselves real attractors of automobile traffic. Every community has its opportunity and the live community will see to it that it makes of itself a station in this newer transportation system which is with us even to-day. To-morrow, for this transportation unit is to have a meteoric growth, the lines of travel will have settled down and communities which have not taken advantage of the situation in its inception will have to content themselves with the lesser flow of traffic.

The plan of the Associated Advertising Clubs of the World for the immediate present means a survey of existing bureaus



of service to the motorist. These bureaus must be listed by localities and notified of each other's existence so that there may be complete coördination of effort. In this way, the motorist may know what to expect.

In Minnesota this work has been carried on actively with this one end in view, the coördination of information service. To-day there are more than 500 coördinated efforts in Minnesota which, combined with the 7,000 miles of good roads systems and the careful markings of these highways, are making the state one of the best and easiest sections for the traveling motorist.

Here is the opportunity that awaits every section of the country. The alert advertising club will show its section how to get on the main line of the new transportation system.

#### COMMUNITY BUILDING AND THE NEOSHO PLAN

BY LT. COL. G. S. HUTCHISON

*Director, The London Press Exchange, Ltd., Vice-President Community Advertising Department*

I HAVE watched with profound interest the sessions of the Community Advertising Department upon the possibilities of extending American commerce to British and European markets, and by so doing to provide immense possibilities for community progress and development throughout the world.

Unquestionably community advertising has conferred large benefits upon the masses of the people, chiefly because it has introduced the principle of coöperation into its industrial methods. It will be found that the example set by the advertiser in formulating a coöperative policy within a community has the direct effect of influencing the relation existing between capital and labor. Capital and labor are being influenced more and more by this policy to coöperate in the conduct of their own affairs for the mutual benefit of the whole craft and of the establishment within the craft. It is apparent, therefore, that coöperation existing already in industrial affairs must reach the international plane.

For furthering this community work, the Neosho Plan introduced by Gurney Lowe especially commends itself to me. It has been my privilege to live for considerable periods in India, Egypt, the Sudan, South Africa, Russia, and Australia, and I

can realize that the Neosho Plan applied amongst the communities in these countries would be a first cause of their self-development. The extension of our railroad systems in Africa and in Australia as in India and elsewhere is opening yard by yard new fields of commerce and are forming new communities.

The development of education, building of schools and universities for both white and colored populations, improvement in agricultural policy, discovery of mineral wealth, are all factors which contribute to the building of communities and the creation of a desire for a higher standard of living, for labor-saving devices, agricultural implements, means of transportation, and cultural development. This development provides an enormous field for American commerce, and it is upon commerce that communities are built.

For example, since the introduction of the railroad in central Africa and the extension of its arteries east and west, whole tribes of people have emerged from their state of complete savagery to one of culture and development. These people, on the basis of higher education which we have been able to give to them in the newly established schools and universities in central Africa, have been able to develop agriculturally and in their vast resources in timber, cotton, and other commodities, and have thereby increased their wealth so that they are forming themselves into new communities possessing both wealth and a desire for those commodities manufactured in the older civilization, to which they have been led to aspire.

A similar condition of affairs exists in India, in Egypt, and in South Africa. Millions of people employed in the pursuit of agriculture and of industry are becoming potential buyers. America has the goods they want. They in their turn are producing the raw materials which America wants. The problem of Great Britain and of America is the same problem; and it is for this reason that it is essential for the future good of the world that Great Britain and America should coöperate more and more in the field of industry. It is my view that America must be prepared to sell at a loss during the next few years from the surplus of her manufactures in order to get into the new markets, and America can well afford to do so. America may be able to exist without paying attention either to the British Empire or to Europe for five, ten, or even twenty years, but in the end she



must disintegrate if she persists in such a policy. It is of no value to America or to Great Britain to possess the power to produce in their factories, and actually to manufacture articles unless they have a ready market. I would urge America to study the customers which await them in Europe.

The Neosho Plan is a principle which will cordially recommend itself not only to the scattered communities of our empire, but amongst our own villages and such towns as we have. Business ever keenly interested in the commercial welfare of their towns will get together upon the principle of the Neosho Plan; and will soon find that commercial coöperation leads to that community spirit which insists upon moral development marching hand in hand with commerce; playgrounds, churches, institutions, boys' and girls' guilds. The Neosho Plan applied in the British Empire will lead to community building, empire building, and civilization building.

#### KEEPING SCORE ON COMMUNITIES

BY ED. MCGARRY

*Professor of Economics, West Virginia University, Morgantown, West Virginia*

IN HELPING the community to find itself, the Extension Division of the West Virginia University has devised a unique and successful plan of community scoring. After four years of experience in community-betterment work there has emerged a community score card setting forth the standards a community should attempt to attain. These standards are divided into ten headings, such as: Religion, Community Spirit, Health, Business, Recreation, etc. Each of these ten headings shows a numerical score of 100 points representing the maximum attainment a community can reach. Using this score card as a basis, the community scores itself to find out its strong points and its weaknesses.

Communities under each of the ten headings are printed by the local chamber of commerce or community council, made of representatives of civic organizations. Under the guidance of different members of university-extension committees these local committees get together the available data on their particular phase of community life. These facts are then digested and

interpreted in materials of standardized score cards with the help of university people who are familiar with these standards because of contact with them in different communities.

Of course, there must be standards, and the university committee has in mind certain rather definite bases for comparing one community with another. These standards have been worked out for each of the sub-headings of the score cards and are based on the best that exists in the different communities of the state.

#### ADVERTISING ON THE CONTINENT OF EUROPE

BY ERIC FIELD

*Director, W. L. Erwood, Ltd., London*

CONTINENTAL Europeans will spend their money on American goods if they are marketed rightly. Advertising is just as much the life blood of trade in Europe as it is here, though it has not yet reached the same standard of quality nor of well-nigh universal application. Yet that only makes the opportunity before you all the greater.

There are a few products advertised in the States that have no advertised counterpart even in England (you could double or treble the list for the continent of Europe): clocks, like West-clox or Big Ben, aluminum ware; ovenglass, like Pyrex; kitchen ware; china, electrical utilities like Hotpoint; kitchen cabinets; furniture; curtains; blankets; sheets and pillowcases; rugs, like Clearflax; toilet sets, like Pyralin; watch-cases, like Wadsworth; eye-glasses, like Shur-on; petticoats; tailored suits and costumes; felt footwear, like Cozy Toes; men's ties; shortening, like Crisco; rice, like Comet; spices; vanilla; tools, like Keen Kutter.

These are only a few, taken at random. There are many more, and dozens of cases in which the only advertised brand is American. Cutex, for instance, is the only manicure preparation advertised in England, and of all the linoleums sold there, Congoleum alone is nationally advertised. And this is in England; on the continent opportunities are greater still!

Yet in Europe there are some four hundred million possible customers waiting for many American lines. They comprise nearly thirty different nations and practically each one must be



treated separately if you want results. Some of them need not be discussed now because the war has left them in such a state of hopeless chaos that any serious business with them is quite impossible; but others, even those whose exchange is badly depreciated, offer you a tremendous opportunity even now. However, it is no good attacking these markets unless someone concerned has an intimate knowledge of the countries concerned. There are all sorts of snags that will trip up the unwary. Take advertisers of patent medicines, for instance. They have boundless opportunities in Europe but there are many pitfalls that can only be avoided by experience.

In pre-war Russia, for example, no medicinal product could be introduced without permission of the Medical Council. Yet it was really a very simple matter to any one who knew his way about. It cost about \$1,000; if you knew the right people to give it to. Similarly in France there is a law that every medical preparation must be sold under the name of a chemist. We find the best plan is to hire a chemist under an agreement, but that agreement needs to be carefully drawn up, otherwise when you've spent your own good money on building up trade the chemist may walk off with your good-will.

In the same country billboards scarcely exist. This is due partly to the tax on posters. They have street kiosks on the boulevards where small posters can be displayed, and painted signs on gables are common. Electric signs are very popular in Paris and other large cities, but the manufacturers' chief weapon must be the press, which is very powerful. Most of us who go to France for the first time think that advertising must be very backward because the type of copy used is so bad, but this only offers the greater opportunity to the foreign advertiser using real selling copy. The French respond very readily to good copy if constructed by those who really know their public.

There are no less than fifty-five hundred periodicals to choose from, about half of which are published in Paris. Among the latter there are two hundred and thirty-seven newspapers, seventy-four illustrated periodicals, and no less than one hundred and fourteen fashion papers. The best of the Paris daily press is probably *Le Petit Parisien*, which has a daily sale of about one million seven hundred thousand. Of the illustrateds, the most famous is *L'Illustration*, which sells about one hundred

and twenty thousand. Of the fashion papers there is *Le Petit Echo de la Mode*, with a sale of more than one million.

Three typical provincial papers are, *La Dépêche de Toulouse*, circulation one hundred and eighty to two hundred thousand; the *Progrès de Lyon*, circulation about two hundred and fifty thousand, and *La Petite Gironde*, of Bordeaux, circulation three hundred and fifty thousand. Guaranteed figures are, incidentally, usually unobtainable in France, although as the result of an "advertising week" at the beginning of this year they have just started an audit bureau under the handy little title of *Office de la Justification des Tirages des Organes Quotidiens et Périodiques*.

Another reform they are trying to effect is the standardization of column widths. In Paris most newspaper columns are 65 m/m wide, but in the provinces measurements may be anything from 35 m/m to 75 m/m wide. Obviously a line of 35 m/m is of no use for real display, so if you see a rate for "*La petite ligne*," realize you must take a "*grande ligne*" and double it. Similarly the size of the lines by which space is sold varies according to the fancy of the publisher and varies often according to the position. There is no universally accepted agate line. The usual lines are of 6, 7, or 8 points, meaning roughly 11, 10, and 9½ lines to the inch respectively. Incidentally, when you are dealing with Europe as a whole you need no less than 27 different line measures.

As an example of how they vary in the same paper, take *Le Petit Parisien*, where ordinary position space is sold by the 6-pt. line and "other positions" by the 7-pt. line. "Other positions" may mean anything. All dailies have at least four positions, some five; the four are called *Échos*, *Faits Divers*, *Réclames* and *Annonces*, the latter being the ordinary position. Generally *Annonces* are on the last page and *Réclames* immediately before them. *Faits Divers* are usually amongst editorial matter, whether "readers" or small single-column displays, while *Échos* are to all intents and purposes paragraph advertisements inserted as news and not marked by the word "Advt."

Another country that offers a good opportunity at the moment is Belgium. It has a population of nearly 8 million and before the war was one of the most prosperous countries in Europe.



It is rapidly repairing the ravages of war. Since the armistice 74,585 houses have been rebuilt or restored. At Ypres, where every one of the 3,780 houses was destroyed, 1,750 have been reconstructed. Dixmude, where not one of the original 930 houses remained, now possesses 467. In January, 1919, none of the great blast furnaces remained at the John Cockerill Steel Works at Liège. In May the first one recommenced working. The Belgians are indeed industrious, and although their standard of commercial morality wants knowing, they are in the main honest and honorable. In six months in 1919 I sold goods in Belgium to the value of 6 million dollars and I only took one bad check. That was from an Englishman.

As regards copy and media Belgium is very like France. The standard of advertisements is low and gives all the better chance to the man who is wide awake, and the press is similarly much the strongest medium. There are naturally no papers with a circulation of anything like a million. *La Dernière Heure* of Brussels delivers about 175,000 with its three editions and *Le Soir* about 145,000, while *La Libre Belgique*, which is the growth of an anti-German paper published throughout the war, sells about 125,000. In Liège there is the *Meuse* with a circulation of some 70,000 and in Antwerp the *Handelsblad* of some 50,000. Otherwise, 25,000 would be a high circulation figure.

North of Belgium we come to a country where the exchange stands roughly at par, namely Holland, and here we have another country geographically small but full of opportunity. A great deal of money was made by Dutch people during the war and the standard of living has been appreciably raised. Much of what I have said of France applies to Holland. But the influence of Germany is visible in Dutch advertising art, and posters are of somewhat more importance. The three most important papers are the *Amsterdam Telegraph* (about 37,000), the *Nieuwe Rotterdamsche Courant* (about 180,000), and the *Haagsche Post* (55,000). As to Germany, do not be misled by the fact that you can get 50,000 paper marks for the dollar. The Germans are not suffering the pangs of hunger nor the woes of poverty. Those unfortunates who had fixed incomes are indeed hard hit by the artificially depressed mark but the masses are living as well as, if not better than, they ever lived before. Unlike Austria, Germany is well-nigh self-supporting and they

are building up reserves and consolidating their industries until the time when they think fit to repudiate the paper currency that has proved so profitable an export and establish an entirely new currency. When they do, the rest of Europe had better wake up.

Internally, the flight from the mark has been going on for a long time. Savings are all put into property of some sort. Internal debts are all wiped out, and when the day dawns German industry will start with practically no overhead charges. In the meantime, however, it is naturally almost impossible to sell American-made articles in Germany, and if your products are such that they must be made at home all you can do is to watch events as closely as possible and lay your plans for an immediate move when the time does come.

But, gentlemen, those of you for whom such a thing is at all possible, I urge to consider the possibility of making arrangements, temporary if you like, for the manufacture of your goods in Germany itself, not with a view to making money now, but with the object of building up a trade now that will bring you immense profits in the future. You can do it more cheaply than you ever had a chance to before. Quite a few almighty dollars will buy a factory and even the thousands of marks you must pay for your labor and your raw material are nothing to the dollars they cost you here. And as you will be producing under the same conditions, you will be at no disadvantage with German competition. Moreover, the dollars you put up for your initial advertising will buy you an amazing amount of space. You want a ticker to keep pace with German advertising rates just now, but before I sailed you could buy a whole page in the *Berliner Tageblatt* for about one hundred dollars and it has a sale of 370,000 a day. Can you match that in the States?

#### ADVERTISING COMMUNITIES THROUGH PUBLIC UTILITIES

BY BERNARD J. MULLANEY

*Manager of Public and Industrial Relations, People's Gas, Light and Coke Company, Chicago*

COMMUNITIES are advertised by the condition of their public utilities. Public-utility service that is below par may be a red-



light "stop" signal to the merchant and manufacturer or investor who is considering a location, a plant site, or an investment, for it may suggest some influence at work there that makes a community an undesirable and perhaps an unsafe place for business or investment.

A watch with a poor hair spring, or an automobile with faulty transmission is a "lemon." So public-utility service, as it is good or bad, advertises a community's character and does it more eloquently than billboards or newspaper pages or magazine "spreads" or direct-by-mail; its silent testimony outclammers the noisiest "mineral orange" or "de-luxe red" that Cusack or Gude or Maxwell ever put on a painted bulletin.

Consider the advertising value to an industry-seeking community, when one who speaks with authority can say of it something akin to the comment on Chicago by Steinmetz, the wizard of electricity, in a recent magazine article: "The greatest pool of power in the world is now in Chicago where stations (electricity-generating stations) having a capacity of 800,000 horsepower are linked together" and consequently "unlimited power is available anywhere at any time."

The community is not always and altogether at fault where inadequate public service exists, with consequently bad advertising reaction upon the community. Utility management is not always blameless. But, generally speaking, and always remembering the inevitable exceptions, public-utility companies furnish just about as good service as their respective communities let them furnish. Up-to-date utility managers know that success lies, not in a skimmed-service-and-high-rates policy, as sometimes imputed to them, but in good service at lowest practicable rates and volume. This cannot be achieved when utility operation is hobbled by local misunderstandings and their consequences.

But what has all this to do with advertising? Everything, when your community advertising problem is studied in its entirety. The best advertising copy or campaign will not make good if the selling plan is out of joint or the goods to be advertised are not right. A good advertising man looks into those factors first and if they need correction, starts corrective measures.

Let's be specific. If one of the public-utility services in your

town is in the community liability class, the chances are that the utility company is not entirely to blame; almost invariably complete inquiry will show that some part of the community is somewhat to blame. Intelligent community coöperation, without which community boosting is futile, can always get at the root of the trouble and almost invariably it can start the corrective measures necessary to convert the liability into an asset.

In this there is no suggestion of becoming a partisan of the utility company in any controversy over rates or regulation that may arise in your community. On the contrary, the suggestion is to maintain the non-partisan attitude of concern only for community welfare. If the utility company is entirely, or even partially, in the wrong, representatives of non-partisan community interest can easily develop that fact and community public opinion will quickly compel a reversal of the company's policy. On the other hand, if commercial demagoguery, political buccaneering, or legalized piracy in the sacred name of Reform are elements in the situation, and not infrequently they are, it is in the interest of the public to disclose the facts and again let community opinion exert itself.

The heavy capitalization required in the utility business excites suspicion of "water" and of rates to produce dividends on "watered stock." On this the demagogue rises to a fine frenzy. As a matter of fact, all the "water" of the Atlantic would not affect rates under modern utility regulation. Capitalization is utterly ignored in rate making. The rates and the return to the investor yielded by the rates are based on the value of the property regardless of the capitalization, on that and nothing else.

Consider how the demand for, and growth of, public-utility services of all kinds have outrun growth in population. That will complete your realization (if it be still incomplete) of the value of these services to commerce and industry and society in general, and consequently to your community, and of their paramount importance as factors in community advertising.

Speaking in round figures, the population of the United States has increased about 40 per cent. in twenty years. During the same period demand for and use of street-railway service has increased 166 per cent.; use of gas service has increased 207



per cent.; use of telephone service has increased 1,000 per cent.; use of electric light and power service has increased 2,000 per cent. The electric light and power company in Chicago has more customers (630,000) than there were users of electricity in the entire country twenty years ago.

What is the obvious conclusion? Only one is possible. The organized community life of to-day, commercially, industrially, and socially, is built around these public-utility services. As they function efficiently or inefficiently, so the community functions efficiently or inefficiently and becomes attractive or unattractive.

#### THE BOY SCOUT AS A MEDIUM AND MARKET

BY JAMES E. WEST

*Chief Scout Executive, Boy Scouts of America, New York*

BUSINESS is not all getting and spending; its fundamental, its deepest asset is good-will. And the good-will, the coöperation of the type of community that fosters a Boy Scout troop is in itself an insurance policy. In advertising a community as in advertising any other product, the customer's viewpoint must be considered. The object of advertising a community is to attract to it more business, and, above all, the right kind of people.

Let us consider, if you will, a business man who, like yourselves, looks scrutinizingly at the net result. He is seeking a community in which to establish his new business enterprise. He asks, if he is wise, among his questions, "What about your Boy Scout troops?" If you can assure him that the community contains Scout troops in fair ratio to its population, it is an important factor in his final decision.

I do not wish to burden you with abstractions, but I want to ask you to consider for a moment the Scout Promise to which every boy subscribes when he joins the Scout movement: "On my honor I will do my best to do my duty to God and my country, and to obey the Scout Law; to help other people at all times; to keep myself physically strong, mentally awake, and morally straight." Don't you think that any merchant would be glad to do business with a man who had made that promise?

And do you not realize that a community of citizens trained in those principles will be the biggest asset an investor can have ten years hence; would be the biggest inducement you could offer him? Is it any wonder that he counts a Scout troop a guarantee of security?

The demand for his wares will be entirely conditioned by the character of those who buy them. Are they clean, progressive, recognizing America's high standards of living, appreciative of the fundamental values of what is offered them? The business man may well hesitate when confronted by a community composed largely of the foreign born. But there is a factor that he knows can prove an important educational influence among these divergent races, the Scout troop.

Scouting is founded deep in the traditions of the American people. All that is finest and bravest and purest in this country is embodied in the Scout movement. And in establishing Scout troops among the foreign-born elements of its population the community is fostering and increasing the ideals to which this country is dedicated.

There is another selling point which Scouting furnishes to its supporters, a point none the less powerful because it comes nearer the heart. The biggest asset that any man can have is his family. Sell a father an opportunity for his children, and you have gone halfway toward selling him your town. And what bigger opportunity can be afforded any boy than the chance to join a Scout troop?

"We find," writes Mr. Roscoe Wyatt, Director of the Oakland, California, Chamber of Commerce, "that the real test of a town as applied by progressive business and industrial managers includes as an important item the attitude of the community toward those things which are covered by Scouting. Accordingly, we include Scouting activities in our publicity film at San José, showing the Scout camp, mess call, parade, swimming, canoeing, radio, signalling, etc., all of which would tell much about our community to those interested."

Did you know that the Police Department of New York City is collaborating with the Boy Scout officials in the preparation of a manual for police aides? The demand for this is great, because all over the country scouts are serving as police aides, directing the traffic, serving in time of disaster, patrolling coast-



ing places and skating rinks, guarding trees and shrubbery in the parks, and performing many other instances of special service. On last Columbus Day the traffic of New York City was turned over to them entirely. The coöperation with the Fire Department is hardly less interesting, and includes fire-prevention work, inspections, etc., as well as patrolling streets, and keeping back crowds during a fire.

And now I want to draw your attention to consideration of an angle which I think is not emphasized as much as it might be by our business men and especially our advertising men today. That is, building a constituency for the future. Advertising is one of the great educational forces of our modern business life. Begin educating at the beginning, with the child. It seems to me that business methods take too little account of the business men of to-morrow. There is your great field, in the unspoiled mind of the growing boy, the boy who looks at you straightly, without prejudice; who listens gravely to your words, and who somehow judges you less by what you say than by what you are.

Do you men realize the great opportunity for investment that a Scout troop offers to you as individuals? I mean investment, actual, hardheaded business investment. Do you realize, for instance, that every Scout has earned and deposited in the bank at least one dollar before he receives his second-class badge? That every first-class Scout has at least two dollars to his credit?

The ninth Scout law reads:

A Scout is thrifty. He does not wantonly destroy property. He works faithfully and wastes nothing, and makes the best use of his opportunities. He saves his money so that he may pay his own way. He is generous to those in need and helpful to worthy objects.

Representatives of our banks will see the opportunity here. The quiet talks about thrift, about investment, about business methods that the Scout hears in his troop will not only furnish his own habits in later life, but will impress very forcibly upon his mind the character of the man who instructed him. You have a client in every boy who listens to you, gentlemen, and every painfully accumulated dollar deposited by a hopeful boy

will yield interest a hundred-fold when he is a man. Build a constituency, gentlemen. A constituency of youth.

The Scouts are an outdoor crowd. Away from the streets of the city, from the smoke and the grime and the noise. A crowd of happy boys with their packs on their shoulders hiking over the long trail through the woods; and at night, the camp-fire, a tent gleaming in the darkness, blankets, and sound sleep. That's Scouting! Gentlemen, there's your market! What have you to sell? These Scouts, Scouts grown and Scouts small, will furnish perhaps the largest market in the world for equipment; for boats and tackle and supplies and clothes. Scouts are the pioneers of the twentieth century. By train, by steamship, by auto, and by the humble bicycle they make their ways to the farthest points. Run with them! They will never forget you.

#### THE NEOSHO PLAN IN GEORGIA

BY LEE S. TRIMBLE

*Secretary, Chamber of Commerce and Advertising Club, Griffin, Georgia*

AN ADVERTISING club is a most excellent medium for marshaling quickly the man-power, enthusiasm, and resources of the small town to back whatever work most needs doing.

In the smaller cities and towns this idea is new, and it has thus the advantage of novelty. It is true, I believe, that in but few chambers of commerce is there more than slight attention paid to the service of retailers as a class, and yet by far a major part of the support comes from this class. It has been found true that when such service is brought to the retailer members through a club that is their own, to be used and enjoyed by them, and yet is a part of their chamber, they are very receptive and fall right in with the plan.

It is easy to reach the people you must eventually reach anyway when a new project is put on, through a club meeting where the rank and file of the membership are present. The Chamber of Commerce as a senior board has only to launch the movement, and the club will get it done, if properly directed.

Through the very excellent educational work now made



possible by the Associated Advertising Clubs it is convenient to reach, interest, and benefit a large and hitherto almost unconsidered class of citizens—the salespeople. Business interests now agree, I believe, that future improvement in business must come largely through more efficient methods and better salesmanship.

Instances can be given of how a club aroused interest, raised funds, and employed a county agent back in 1921 when that step was a very important one. In another case a member tells how the club in his town acted as a harmonizing influence among the members, making possible a greater degree of coöperation than ever before. Other cases could be quoted showing how clubs worked to raise the morale of the farmers of their territory when things were so dark a couple of years ago; how they put on hog sales, poultry sales, anti-boll-weevil campaigns, etc., without losing identity as an advertising club or pretending to be a chamber of commerce.

Along educational lines much has been done. You are, perhaps, familiar with the story of the small Georgia town that organized a class of salespeople, who, after completing the prescribed course of study of the Associated Clubs, were awarded the trophy offered for the best showing in educational work in proportion to membership.

Our own club in Griffin, Georgia, has had a very satisfactory experience this year in this line. Soon after organizing the club we began a course in retail selling, securing a member of the faculty of the extension department of Georgia Tech. as instructor for a six-weeks' course. All the employees of our forty members were eligible, and of a possible attendance of one hundred and twenty we had an average attendance of ninety-three present for the six meetings. When that course was finished the club immediately voted to put on a course in advertising, which is still in process, and which promises to be equally successful.

I might tell you also how our advertising club band came into existence. The local band had become dispirited, and through lack of leadership was about to disband. The advertising club learned of it; called the band members in, and offered them moral and financial support, which was all that was needed to get them going again. In compensation, the band has been re-named

the Advertising Club Band. They will be of great help in future programs, and will have considerable publicity value.

The lot of the small-town retailer is not so easy in this day. There are a number of problems that are pressing him, for instance: The need is great of breaking down the barriers that exist, with or without reason, between countryman and townsman, and this fault plays directly into the hands of the mail-order house. The advent and rapid growth of the chain store is a serious matter to the retailer who would stand his ground. The lack of coöperation and harmony between retailers themselves is an acknowledged bar to growth and progress.

While there is no universal answer to these problems, yet the experience of many towns proves that the use of the Neosho Plan answers them, if not completely, yet more satisfactorily than any other plan yet advanced.

#### TRUTH IN COMMUNITY ADVERTISING

BY MONTAGU A. TANCOCK

*Manager, Bureau of Publicity, Omaha Chamber of Commerce*

COMMUNITY advertising as a whole is to be congratulated upon its high percentage. Misstatements are very much the exception, rather than the rule.

During the past twelve months your committee on research in this matter has communicated with practically all community advertisers in the United States. These advertisers were asked to bring to the attention of the committee any conflicting advertising statements of which they had knowledge. Of the answers received only a small percentage were able to mention conflicting claims and these in many instances stated that inaccuracies were due to lack of a common basis for comparison, to lack of sufficient statistical organization in the various advertising departments, and similar causes. However, accuracy in community advertising does present a problem worthy of our consideration, even though the condition is not as bad as we had anticipated upon starting our investigation.

Now as to the remedy for the evils that do exist! Careful consideration suggests at least two possible methods of alleviating the condition. The first and most pretentious plan which



suggests itself is the appointment of a board to investigate all phases of community advertising, to draw up statistics which would cover all cities with a view to covering all claims already made and to anticipate any which might be made. This is obviously impossible as it would require the full time of the board over a long period and would necessitate immense attention to detail and even then could hardly show a very large percentage of accuracy.

The other course would be the appointment of a committee to act as referee in case of conflicting claims. All community advertisers could be informed of the existence of this committee with the request that they place their difficulties before it.

#### THE ADVERTISING VALUE OF COMMUNITY RECREATION

BY EUGENE T. LIES

*Playground and Recreation Association of America, Chicago*

ANY city which does not emphasize in its scheme of development ample and varied recreation for the young and old will soon be considered a back number. Such a city is like an ostrich with its head in the sand, blinded to the needs of growing youth and the signs of the times. It does not seem to know that for the child play is creation, for the adult recreation, and that without it the young grow up stunted physically and in character; the older members of the community deteriorate and grow sour.

America needs what constructive recreation offers. Its strenuous, complex life calls for the health-building, mellowing influences provided by the right kind of leisure-time activities. There are at present about one million abnormal persons in our public institutions and their care is costing us at least three hundred million dollars a year.

Our crime bill is over \$300,000,000 a day and we lose through stealing of all kinds close to \$3,000,000,000 a year while we are told that 75 per cent. of all incarcerated criminals are under twenty-five years of age. Sad to say, criminality in the United States is a problem of youth. Must we go on forever with this process of turning boys and girls into law-breakers? Yes, the home, the church, the school, and the community at large have a

serious responsibility toward this grave situation. None of them has as yet made fullest use in its programs of the wonderful possibilities of recreation. Everywhere that playgrounds have been established reduction in juvenile delinquency has followed like light after darkness, and yet, there are still many benighted public officials who oppose spending money for their establishment. They seem perfectly willing, on the other hand, to bear the infinitely greater cost of dealing with boys and girls after they have fallen into trouble.

The mark of industrial America is the automatic machine, and beneficent as it is in the field of production its by-product is the automatic man, unhappy because deprived of the joy of creative work. The man who does nothing day by day but drop bolt No. 49 into its proper hole in the passing automobile skeletons going down the track toward completion becomes the irritable husband and father, the rebellious citizen. If he is to be saved as a human being he must have opportunities for such things as recreative athletics and other self-expressive activities which take him out of himself periodically and give him a real sense of joyous doing.

Playgrounds, community centers, evening schools, community music, dramatics, pageantry, and art opportunities for the people should be provided in abundance in all our villages and cities, according to a well-worked-out plan. This will solve the modern leisure-time problem. It will give an enviable reputation to all such communities that execute such a plan without waiting too long. Such communities will then have something great to boast about. Their people will swear by them loyally and call their leaders blessed.

#### ACCURACY THE GROUNDWORK OF GOOD COMMUNITY ADVERTISING

BY J. D. MCCARTNEY

*Assistant to the President, Central of Georgia Railway, Savannah*

IN THE past the weakness of community advertising has been its lack of accuracy, its failure to set forth the things that people want to know. If in future community advertising is to have strength, it must be based upon scientific principles. Science



does not speculate to a conclusion. Science knows. Community advertising should therefore be based upon facts, such facts as are ascertained by thorough investigation.

It is generally agreed that industrial surveys are a prerequisite for successful community advertising. But a survey, no matter how careful and complete, supplies but the skeleton, the dry bones, something upon which to build. Life must be breathed into the body, it must be set upon its feet, clothed in accurate but forceful language, and made to take its place among its competitors.

In this connection the importance of the syllabus upon community advertising that the Associated Advertising Clubs of the World proposes to issue in coöperation with the community advertising department cannot be over-emphasized. It will place at the disposal of ambitious communities the best thought of the day. It will enable them to take advantage of the experience of others.

Will Rogers declares that he would never make a successful advertising man because he does not know enough adjectives. He put his finger on a vital spot, for adjectives are descriptive words, and the function of advertising is so to depict something that the reader will want to possess it, or avail himself of its service. But the modern advertising man must be able to do more than Barnum did—more than string together a conglomeration of adjectives. He must, in appealing to a public that is daily growing more sophisticated, describe aptly, persuasively, convincingly, and accurately. He must choose his words carefully, must tell his message quickly, as is required in this busy world, and must make his presentation attractive on the printed page. He must be more than an enthusiast, he must be a salesman.

The community advertiser has the task of selling his proposition first to his own people and then to the outside world. His own community must believe in itself before it can make other people believe in it.

When it comes to the question of putting these principles into practice the same well-known rules that apply to other commercial advertising, govern successful presentation of a community's attractions, resources, and advantages. The "A. B. C." of community advertising is really a "C. C. C." recipe,

Character, Consistency, and Continuity. Communities must first find out the truth about themselves and then tell it without exaggeration, without making claims that conflict with the claims that may be made with more of justice by other communities.

Communities must be consistent in the presentation of truth, orderly in their methods, must refrain from dishing up a hodge-podge of rhetoric in the futile hope that somehow, something will appeal to someone. As for continuity, John Wanamaker summed up the case when he declared that advertising pulls, it does not jerk.

The term "scientific" when applied to community advertising implies orderly procedure in distribution and equity in sharing the cost. Distribution involves choice of the proper media. Caution forbids scattering the fire. If the appropriation is limited, it is better to center upon some one thing and emphasize that, than to spread a thin coating of molasses in the hope of catching several varieties of flies. If a community aspires to become an industrial center, a resort for tourists, a Mecca for sportsmen, an outstanding port, and the market for a surrounding agricultural territory, it would do well to advance those propositions one at a time, instead of attacking along the whole front; or to center upon the best proposition among the several until that one has successfully culminated.

Since all members of a community benefit from the happy results of community advertising it is manifestly fair that all should share in the expenditure that is entailed. It is obvious that the fairest and most satisfactory way to assure this is by means of appropriation from the municipal, county, and state treasuries. But sometimes a political body lacks the foresight and vision to approve such projects, or is responsive to pressure in appropriating funds for some purpose that can marshal an imposing array of influential voters. Many communities are assuring funds for community advertising by a millage tax in the general tax levy for this specific purpose. This appears to be the safest and most satisfactory method. It has been followed by many Florida communities, to the great good of all concerned.

There is no secret formula, no mysterious ingredient, for the success of community advertising. It is simply good business based upon sound business principles. It has direct results of



satisfaction and profit to those enterprising communities that do it intelligently—and it has a by-product that is by no means to be ignored. It is optimistic in its tendency. It directs attention to constructive things. Prophets of gloom launch their jeremiads against transient tendencies toward evil, which catch the eye. They characterize Americans as a money-seeking, pleasure-mad people. They look for the bad eggs in the crate of humanity and make a tremendous cackling over them without ever lifting a hand to relieve doubt or set an example of honesty, integrity, or sincerity for others to follow. Community advertising looks on the other side of the picture, and directs attention to the things that are “true and of good repute.”

#### VISUALIZING COMMUNITIES ON THE SCREEN

BY DOUGLAS D. ROTHACKER

*Rothacker Film Mfg. Co., Chicago, and President, Screen Advertising Association*

MANY features of community work can be visualized most effectively by motion pictures, in which are shown proper ways of planning parks, playgrounds, street zoning, and sanitation. A simple film of the right kind can show the public how, at small cost, to beautify the home and grounds, and thereby not only improve the appearance of the community but increase the value of private property as well.

An educational campaign within a community, teaching safety methods upon the streets would, without question, tend to make the children more careful and impress upon the automobile owner that by observing the traffic laws of his or her city and that by being more careful in driving, he or she could be directly instrumental in reducing the number of accidents and deaths, which in most cases are caused by carelessness.

At the present time our company is producing a motion picture visualizing the history and progress of the City of St. Louis. This production, which is entitled “The Spirit of St. Louis,” was sponsored and financed by successful and prominent business men of St. Louis. The story opens with the founding of the original trading post and closes with the City of St. Louis as it is to-day. The picture is full of heart interest, having incorporated in the story the romance which was so prevalent during

the early days, when this territory was occupied by the French and Spanish. Step by step, we have shown the periods which directly affect not only the early history of our country but international history as well. All research work dealing with the situations and costumes was supervised by the Missouri Historical Society and when completed, this motion picture will be an authentic, permanent, educational record of that territory and city, and when it is screened before colleges, universities, and schools will impress those who see it more strongly as to the history of that territory than would the same thoughts expressed through any other medium. The people who live in that community and see this picture are bound unconsciously to have instilled within them a knowledge and pride which they did not have before.

The United States Government uses motion pictures to further Americanization, to teach the farmer the proper way to farm and where and how to locate to secure the best results for certain crops.

The railroad companies have for some years past used motion pictures in their colonization departments, visualizing to the business man and home seeker the value and beauty of lands located within the territory which they serve.

#### DEVELOPING COMMUNITIES BY DIRECT MAIL

BY HOMER J. BUCKLEY

*Buckley, Dement and Company, Chicago*

DIRECT-MAIL advertising is the merchant's and the community's best protection against mail-order competition. Direct mail is the remedy for slow turnover, which is the curse of the retail business to-day. Direct mail is the stimulant that will make a winner out of a backward, sleepy business. Direct mail is the easiest remedy for a retailer to administer; the surest cure; the most economical and the quickest acting ever known.

There is an old proverb which reads, “Fight fire with fire.” So I say to you, the way to develop the small town as a live community is to develop your merchants; make them better merchants; use the same methods that the mail-order houses employ—direct-mail advertising.



This is particularly true in thousands of towns throughout the country that have to depend on the weekly newspaper; where the metropolitan newspaper 100 or 200 miles or more away furnishes the daily newspaper reading to the residents of the small towns. It is to these types of towns that direct-mail advertising is a saviour and a benefactor, if intelligently applied. Direct-mail advertising can be used coöperatively as a business builder for the community as a whole and the merchants in particular.

There is an increasing number of small communities that are giving the mail-order houses a battle by developing one community mailing list of resident householders and R. F. D. names, within a distance of fifteen to twenty-five miles. Such a list is maintained and kept up to date by the Merchant Association or the Chamber of Commerce, on an addressing machine, and the merchant, bank, real estate dealers, or other members have free and unlimited use of the list for sending out as often as they please merchandising offers, store sales news, and the like, directing these rural buyers to come into town to buy.

In some towns, one I have in mind particularly, Washington, Iowa, they often combine, and send out to the complete mailing list for miles around a big broadside circular, showing special merchandising offers in all stores in town. These events cover such special occasions as "dollar days," Easter sales, spring openings, July clearances, fall openings, and Christmas sales.

I know of one county in a western state where less than ten years ago the mail-order houses used to get \$2,000,000 out of the residents of the county for merchandise sales.

With a community spirit developed in one town of that county, and a bunch of aggressive merchants on the job using direct mail they have made that town the trading center, until to-day the mail-order houses are getting less than 10 per cent. of the former total, and that 10 per cent. is for merchandise that is not usually carried by the local merchants, such as ready-cut houses, knock-down garages, etc.

A community is either a live one or a dead one, only in proportion as the merchants, dealers, and tradesmen as a whole are a success or a failure. Show me a town with a bunch of live, hustling, aggressive merchants who not only have the trade of their town, but have made their town a trading center for miles

around, and I'll show you a town that has a live community spirit, well-paved streets, good schools, and a town where visitors are made welcome.

Community development and community advertising are things big enough and sound enough to enlist the active interest of every manufacturer and jobber whose products are passed to the consumer through the outlet of the retail store.

#### SPECIFIC COMMUNITY ADVERTISING BY DIRECT MAIL

BY JOHN J. FARRELLY

*President, Farrelly-Walsh Co., St. Louis*

TO LETTERS sent out to one hundred chambers of commerce requesting examples of all the direct advertising material they had in use, I received eighty responses. Fifty-eight wrote letters; three said that they had no material on hand; twenty sent in material without letters; two returned my letter, without comment, with their material; in all I received a total of 353 pieces, some good and some bad.

I must admit that I was very much disappointed by the lack of consideration of typography shown in the production of such important pieces of advertising as those representing communities purporting to be live, aggressive, and pleasant communities in which to live and work.

Under the classification of form the pieces were as follows: 12 mimeographed reports, 102 booklets, 1 broadside, 112 folders, 58 letters, 8 illustrated letters, 5 postal cards, 28 magazines, 16 annual reports, 6 classified directories, 5 maps; in all, a total of 353 pieces, of which 58 were good, 117 fair, 50 poor, and 13 very poor. Typographically, they ranked thus: 10 good, 69 fair, 140 poor, and 72 very poor.

Throughout all the literature, with the exception of four or five committees, there seems to be an absolute lack of understanding of the purpose of direct advertising.

The best example came from Omaha, which, as a city, advertises with as definite an advertising plan as that of any progressive business firm. Omaha has asked herself three questions, the answers to which have developed a very effective advertising plan: "What has the city to advertise?", "To whom should the



city advertise?", and "How should the city advertise?" Instead of going into newspapers occasionally, in other words, "sporadically advertising," Omaha goes into fifty metropolitan and country newspapers for 1,300 insertions. She spreads out her effort over the year without concentrating all of it in one or two seasons.

Next in rank of excellence of advertising is Denver, with a number of good pieces. Especially effective is a series of eight little folders called "the Q. and A. Series," questions and answers. The titles of these folders reveal some of the matter in the insides: "Facts About Denver"; "Industrial Commercial Denver"; "Travel Geography of Colorado"; "Fishing, Hunting, and Sports in the Colorado Rockies"; "Motoring Camping in the Colorado Rockies"; "Hiking in the Colorado Rockies"; "Climate and Mineral Waters of Colorado"; "Hotels and Resorts in Colorado."

There is nothing you can want to know about a vacation that is not answered in these folders. They are well gotten up in one color and serve their purpose admirably. Another very effective piece, and one not commonly used but which could be used by every chamber of commerce, is a map. A travel map of Colorado is issued by the Denver Tourist Bureau. Maps seem to me to be an excellent medium of community advertising.

I was impressed by the fact that only four out of the eighty chambers of commerce replying to my inquiry use illustrated letterheads. The illustrated letterhead should be used more extensively.

Los Angeles, California, sent me a mimeographed industrial report that surpasses some very fine books in the thoroughness with which it covers its subject.

The best Manufacturers' Directory of all I received was the one issued by the Chamber of Commerce of Los Angeles, and a very good map of the city of Los Angeles is another item of more than passing interest.

Galveston, Texas, issues a booklet entitled "The Port of Galveston," a very interesting and very comprehensive treatise of the port.

There came to me a book from Buffalo, New York, entitled, "America's Gateway to and from the Great Northwest"; a book

excellent in its comprehensiveness despite the fact that it is poorly printed and illustrated.

The Association of Commerce of Chicago has conducted a campaign to "Mr. Average Member," familiarizing him with the activities of the organization.

Fresno, California, issues five folders dealing with specific subjects, well illustrated, colorful, and fairly well printed.

Indianapolis has issued the most elaborate booklet called "Somewhere in America there is an Economic Point." This booklet is the finest piece of printed literature I received, although not the most effective.

As a direct advertising man I am ashamed to acknowledge that St. Louis spends only \$2,100 of an appropriation of \$50,000 for direct advertising literature.

As suggestions: Be more careful of your illustrations; insist upon better typography, better printing, and by all means use the best grade of paper you can buy. The paper used in chamber-of-commerce advertising as a whole is of very low quality. Use more envelope inserts, more mailing cards, and more illustrated letter heads. Issue advertising pieces on specific subjects instead of dealing with every subject in a small piece.

I believe it is possible for chambers of commerce to develop a certain standardization in their advertising that would prove very economical, and more effective than the present hodge-podge of material that seems to issue without thought or purpose.

#### WHAT THE COMMUNITY ADVERTISING DEPARTMENT HAS DONE IN A YEAR

BY RALPH. H. FAXON

*Secretary-treasurer, Community Advertising Department, Des Moines, Iowa*

DURING the past year the Community Advertising Department has had one definite thing in mind—to form a liaison between the local chamber of commerce and the local advertising club. It has held consistently and constructively and stubbornly to the belief that once these two great local agencies are brought closely together the start toward definite community advertising will have been made. Once made, it will be cumulative. The force of the thing will carry itself.



This year's administration has held that the department itself must be strengthened. To make it efficient and worth while, to make it respectable, was the first job. An inherited list of alleged membership was culled and most of it discarded entirely. This was because it was not representative, not interested, not appreciative of the job at hand, and interested, if in the slightest degree, only to the end of publicity and self-glorification.

Though debts had piled up and membership was negligible, the president and secretary met as frequently as possible, and, with the aid of a few loyal committeemen and officers, succeeded in closing the year with a record of some tangible foundation at least.

The following surveys made during the year furnish the basis for very promising work during the coming year: volume of community advertising west of the Mississippi River; the character of advertising used; truth in community advertising; truth in tourist advertising; activities in local advertising clubs.

Six bulletins or circulars were sent to a mailing-list of one hundred and fifty carefully selected persons throughout the country. There was also extensive correspondence with this list constantly. There were personal interviews, visits to International Headquarters, New York, calls on many chambers of commerce and advertising clubs, and material written for newspapers and other publications constantly.

Addresses were made before advertising clubs and chambers of commerce. These also pointed out the real business at hand and the fact that the community had as much justification for the application of advertising as any other business enterprise.

The small amount of money received by the secretary-treasurer during the year, less than two hundred dollars, was wisely and judiciously expended in stationery and in the payment of some of the more pressing small obligations which this administration inherited. There is still owing to that source of former maladministration something like four hundred dollars. Not a cent of indebtedness has been incurred during this year which remains over at the time of this convention. The secretary-treasurer has borne the expense, or paid from other sources than this department, amounts incurred for postage, clerical help, traveling expenses, etc.

## XV

## PHOTO-ENGRAVING AS AN ADVERTISING AID

*The physical elements of advertising appeal create close bond of interests between advertiser and engraver—Former should have better perspective on engraving processes—How the engraver is exerting effort to avoid misleading advertising illustration.*

## GOOD PLATE INSURANCE FOR ADVERTISERS

BY CHARLES A. GROTZ

*President, Trichromatic Engraving Company, New York*

**B**ECAUSE there is so much that is purely technical involved in producing an engraving, advertisers and engravers should come into a closer understanding. The relationship between the advertiser and the photo-engraver is more than that of simply buyer and seller. Because theirs is a joint venture they must learn to speak a common language.

The plate maker has his limitations, set by the laws of color and chemistry. The first requisite for a good plate is properly executed copy that will lend itself to proper reproduction, considering, of course, the method of reproduction.

The greatest difficulty with which the engraver is confronted in making plates for process color work is in the shades of inks. There are only three absolute colors and when these are deviated from ever so slightly it is practically impossible to get a true range of colors.

As to the possibilities of adopting a standard set of colors in the near future, they look very doubtful.

The only difference between the three and the four-color processes is that in the four-color process black is added to help build up the picture in those parts where there are neutral grays.

It can easily be proved that the three-color process is correct



by examining the lumière plate or the Ives' chromoscope. Here, however, we are dealing with a mixture of light, while in process printing we deal with pigment. In mixture of light we use red, green, and violet as our primary colors, while in pigment we use yellow, red, and blue, the exact opposite to the colors used in mixture of light.

Then, too, we have the difficulties in the halftone process. The only source of white light we have coming to us is from the white paper on which our image is to be superimposed, and understand also that the halftone process does not give pure whites anywhere unless the halftone screen is absolutely removed and this cannot always be resorted to as much as the engraver would like, because in many instances this would produce unsatisfactory quality in the plate.

Automatic high light processes in one form or other have been tried but without success except perhaps in very limited kinds of copies.

It is not a matter of only taking out high lights in pure whites. For instance, you know how little red will ruin a pure green or how little yellow will ruin a pure violet and so on with all of the other intermediate colors proportionately the same. If a blue, for instance, instead of being a true blue is one that is either dirty, looking as though it had black in it, or a warm blue which contains red, you will readily see that to make a green to come anywhere near the artist's drawing it would be necessary absolutely to remove all the red in the plate and when you do this you unfortunately have an uninteresting green—simply a dirty dead green, and the same thing applies to your violets and other colors. If the red contains yellow or is mixed with any other color, it is practically impossible to make a violet or purple with such a red, even though you cut out all the yellow from the plate and there again you have uninteresting violet and purples.

I believe that if it were possible to adopt a standard set of colors, printing would never cost more than it does to-day. The ink-maker, for example, would not have to carry so many shades of color to satisfy the whim of every printer nor so many different grades and quality which should reduce the price of high-grade ink. The printer would be better satisfied inasmuch as he would not have to worry whether he received a set of plates

from one advertising agency or another. This would make his labors easier, to say nothing of time wasted holding presses trying to get an O. K. on the best average that the run will produce. The engraver would be able to work to a better scientific basis and to greater satisfaction of the artist in the reproduction of his drawings.

More time should be given on process color work. While it is possible to rush through a set of plates from some copies in hours instead of days, it can only be done at great expense to the engraver and then it is very rarely satisfactory to the client, which usually means that the proof comes back marked up and is then in worse shape to fix than it would have been if the ultimate time had been taken in the first place.

Advertising plates to-day present considerable difficulties on account of the way copy is received from the agency. An advertising page, for instance, for a magazine might consist of six or eight pieces of copy which must be incorporated on one plate. This means extra amount of surprinting and work which is very rarely understood by the buyer. Then again, such copy makes it almost impossible to make satisfactory plates for certain printing conditions. If it were possible to make the copy self-contained or nearly so with the exception of lettering it would help matters a great deal. Type matter should always be left off the drawing.

Impractical criticism of the finished proof very often causes considerable trouble. Taking it for granted that we cannot at the present time adopt a standard scientifically correct set of inks, the first thing that a person criticizing the proofs should be able to do would be to take a good look at the progressive proofs, considering the ink as well as stock, and by carefully going over them be able to judge what can and what cannot be done to improve the plates.

Selection of stock on which a process job is to be printed is also a question worthy of consideration. The finest grade of work can be produced only on the finest grade of coated stock. Process work should never be proved on other stock than that on which it is to be run. If plates are to be run on other than high-grade coated stock the stock should be furnished to the engraver. It is not only because they should be proved on that stock, but plates must be specially etched for some grades. If plates were made for machine-finished stock and proved on



coated stock, they would not carry enough color, and vice-versa.

The affinity which certain stocks have for certain inks is also to be considered. Some stocks absorb the inks to such an extent that the result is flat. Others retain the ink on the surface and still others absolutely repel the ink. A good stock should be well coated with a smooth finish but not a high polish. It should present a tooth to the ink, as it were.

A great deal of friction may be overcome, and a great many mistakes avoided, if the advertiser will take the engraver into his confidence at the time he is planning his work.

#### THE NEED OF SALESMANSHIP IN THE ENGRAVING INDUSTRY

BY E. W. HOUSER

*President, Barnes-Crosby Company, Chicago*

NO BUSINESS is more poorly represented in its salesmanship than the photo-engraving industry. This is doubtless due to the fact that we have nothing to sell but service. When this service is not sold by persons who have a clear understanding of the industry not only in its technical aspects but also from the point of view of its value to advertisers, we are poorly advertised.

The American Photo-engravers' Association stands as an organization for better salesmanship and a better understanding of what we mean when we say, "Your story in pictures leaves nothing untold."

#### PHOTO-ENGRAVING AND VIGILANCE WORK

BY ADOLPH SCHUETZ

*President, Sterling Engraving Company, New York*

ENGRAVERS of the country are devoting earnest effort to cooperate with the National Vigilance Committee of the Associated Advertising Clubs. Among the vigilance activities of the industry are efforts to purge the photo-engraving business of the unethical practices of reproducing any copy for any purpose whatsoever that is known to the photo-engraver to be a gross exaggeration of the subject intended to be shown and untruth-

ful to the extent that it is intended to mislead an innocent purchaser.

We are also lending our efforts to curb and stamp out the vicious sale of poisonous liquors and narcotics and urge all members to refrain from making plates for the reproduction of labels used in that traffic.

Our Vigilance Committee is also on record pledging its cooperation with the Better Business Bureaus throughout the country in the enforcement of recognized standards of business dealings.

We feel it is a matter of commendation and a tribute to our skilled craft that notwithstanding the large number of confidential, private as well as governmental, securities and documents that it is called upon to reproduce, there has been only a minimum of breach of this confidence or violation of law.

The underlying causes which make vigilance work necessary are the general breaking down of public morale and disrespect for man-made laws. Whatever may be our duties and obligations in our respective lines of industrial endeavor, as vigilantes we have a further and perhaps a greater task before us, of awakening the common conscience of our people to a just and proper regard for the rights of one another for law and order and our American institutions.

#### PINNING THE PRODUCT TO PAPER

BY CHAS. A. STINSON

*President, Gatchell and Manning, Inc., Philadelphia*

ADVERTISING is educational, and all educators are realizing the necessity of using pictures to teach lessons. People think in pictures; they are eye minded. They must see things to be interested in them. This is an elementary principle of modern advertising. And because of it advertising received its greatest impetus when photo-engraving became a practical method of illustration. From that time on, advertising has developed with leaps and bounds. And in its rapid growth it brought photo-engraving along. Probably more than 90 per cent. of advertising uses photo-engraving in some form.

Practically all illustrations used have as a background an advertising influence. In magazine circulation, the magazines



with the greatest sales value are those which are profusely illustrated. This is the key to the psychology of the buyer's mind and the same thing applies to the catalog and the department store page.

It is not enough that the engraving should be pictorially perfect. It must be mechanically perfect as well, or the final effect in practical use is far from the beauty of the engraver's proof. The printing quality of the engraving is the final test.

Advertising to be successful must be handled correctly in every detail—the planning, the copy, the art, and the photo-engraving are all of equal importance in turning a commonplace commodity into a thing that is interesting and fascinating.

It used to be a common phrase of the old-time "copy writers": "If we could pin a shoe to this paper"—"if we could pin one of these hats to this paper"—these were the days when photo-engraving was young and advertisers had not learnt to use it.

To-day we do pin shoes and hats to the paper; with the aid of photo-engraving we show that shoe and hat so clearly and invitingly that it constitutes in most cases three fourths of our selling arguments, and billions of dollars' worth of goods are sold yearly through its silent power.

Photo-engraving calls for workers of a creative type, with individuality, initiative, and skilled craftsmanship.

The man who handles the camera must have a fine sense of light and shade values of the drawing or photograph, and the ability to translate them into the terms of the negative. The etcher must be able to interpret the copy into the terms of his plate. The engraver or finisher often has the ability of the old wood engraver and had he lived in the days of the master wood engravers, would have been recognized in art circles. In fact, every detail that goes into the making of an engraving demands unusual ability, judgment, and skill.

#### THE POSSIBILITIES OF PHOTO-ENGRAVING

BY OSCAR F. KWETT

*Chairman, Publicity Committee, American Photo-Engravers' Association, Chicago*

OUR Photo-Engravers' Educational Exhibit at this convention marks the beginning of our participation in the affairs of

the Associated Advertising Clubs of the World, as the Department of Photo-Engraving. Although the Photo-Engravers have been organized twenty-six years and have maintained uninterruptedly the American Photo-Engravers' Association for that period of time, and although we are in daily and constant contact with the advertising fraternity, it remained for President Holland, himself a photo-engraver, to awaken us to a sense of duty and service to the advertising profession, as typified by the Associated Advertising Clubs of the World.

Having but recently applied for admission to advertising councils, our membership in the National Commission dating February, 1923, we are nevertheless keenly appreciative of the privilege of membership and gladly embrace the opportunity to serve.

The Photo-Engravers' Department is eager and anxious to uphold the principle of truth in advertising. We fully recognize the responsibility involved, and stand ready to meet it. Our code of ethics and our standards of practice, as formulated by the American Photo-Engravers' Association, and approved by the National Commission, are our pledge to your organization and the public. To enforce a strict adherence to the principles thus announced, our organization has appointed a Vigilance Committee, which is coöperating with the Vigilance Committee of the Associated Advertising Clubs of the World, in that very laudable and important work, which has already accomplished more for advertising and business than any other effort ever put forth by any organization in the field of American business.

The photo-engraving exhibit shown on the Steel Pier deals with two distinct phases of the subject: first, it is intended to give an idea of the potentiality of photo-engraving in connection with advertising; second, it is intended to give a visualization of what there is involved in the making of a photo-engraving.

We ask you to view the photo-engraver in the light of being a part of associated advertising, and as being a co-worker in the field. The photo-engraver provides and renders an unusual service to advertisers, and is ever ready and willing to impart his special knowledge to advertisers; to aid them in the successful conduct of advertising.



## XVI

### HOW SPECIALTIES ROUND OUT THE ADVERTISING PLAN

*Methods used by Colgate to speed demand among distributors and consumers—Why the calendar is a powerful specialty medium—Advertising specialties cater to one of the oldest human instincts.*

#### THE DOUBLE APPEAL OF SPECIALTIES

BY J. M. DAVIDSON  
Colgate and Company, New York

COLGATE and Company rate highly the value of the advertising specialty. They believe that it translates the general advertising of the firm into terms of personal appeal; that it reduces a mass of generalities to a definite impression; that it is the contact point between the dealer and the consumer.

The specialties used by Colgate and Company group themselves into two classes: those that appeal to the dealer, and those intended for the consumer. There are, for instance, under the first head, the window trim, the cutout, the store sign, the counter card, the display standard, and the shelf strip. The value of a good window trim to the manufacturer is equal at least to a billboard, and the dealer does not fail to get his returns as well. An attractive window, well trimmed, may be left on display usually about ten days; less in the city, and longer in the country towns. Maximum results can be obtained from this form of advertising only by detailing a good man to the job of window trimming. We use the window-trimming department as a proving-ground for salesmen.

Grocers are becoming less and less inclined to allow advertising signs to remain in their stores, an attitude that is encouraged

by many boards of health. The solution is to find some sort of sign which will advertise your goods while saving or serving the dealer. When card signs are considered we find it advantageous to make the sign to hold a full-size package of the goods advertised. Such a sign can be used in window display or on the counter or bread box, and will remain a surprisingly long time. It has, too, the added advantage of affording an excuse for the salesman to go back to where his products are usually kept, and while getting one of them for the display card, seeing what stock is on hand, and the condition of it.

About twenty years ago, which is as far back as my memory of things Colgate goes, we gave with each purchase of five boxes a rubber mat about two by four feet in size on which in white rubber letters appeared the dealer's name, and somewhat less prominently the words "Octagon Soap." These signs were much appreciated by the grocer as is evidenced by the occasional calls we still get for these mats. It is doubtful if any woman entered the grocer's store over this mat without glancing down and reading "Octagon Soap."

For many years we have given the dealer with appropriate purchases two-pound paper bags of extra good quality paper. You will observe that we require the dealer to purchase an order of a given size to get so many bags. The bags are of good quality, better than the average dealer would buy for himself, and while at times this policy has been questioned, we believe, and have reason to know that the dealer looks forward to getting our bags, and reserves them for putting up sugar, rice, and such commodities. He stores these bags on his shelf, and they, bearing an Octagon illustration, are an advertisement for us as well as having been an inducement to the grocer to purchase.

We call on the dentist in the interest of our Ribbon Dental Cream. Now the dentist has, as he softly entreats you to "open wider please," a mirror in his hand bearing the name "Colgate," and the phrase, "Ribbon Dental Cream—Cleans Teeth Safely" impressed on the handle. This phrase we hope becomes impressed upon his fingers and upon his mind, and if advertising, which is the art of impression and suggestion, can do it, we believe he will walk in the way he should go.

One class of the public which is always ready to receive and appreciate the advertising specialty is children. Get the



children of to-day with you, and you are well on the way to selling the parent, the consumer of to-day, as well as the buyer of to-morrow. In order to interest children most, a specialty must, in our experience, be a noise maker, or one that will produce action. We have used in our various departments quite a few specialties for children, among them, a picture puzzle, magic pictures which show only when looked at through a red film, novel folding and sliding picture cards, a snapper which produces a cracking noise, and, most popular of all, a whirling whistle made up in the shape of one of our products. This, whirled at the end of a string, makes a shrill whistle which becomes louder as it is whirled faster.

With the introduction of Fab we faced the problem of securing a distribution almost national in scope, within a short space of time, and in the face of strongly entrenched competition. The problem was not only to sell the dealer, but to get him to work with us, to mark his store as a Fab distributing point. After a series of experiments we invested in sealing machines and sealing tape which carry Fab advertisements. We offer the sealing machine and a supply of tape with the initial purchase of Fab. Of course, we feature the newspaper, the sample, and the billboard work that are to put the store before the consumer, but in the sealing machine we furnish the dealer with a labor- and time-saving device which makes it possible for him to become an active part of the campaign, to advertise our goods to his customers at the point of purchase and in the homes of his customers.

More than forty thousand dealers have been supplied with these machines, and, with their subsequent purchases, close to a million rolls of tape (500 feet, 1,500 advertisements to the roll) have been used on bags and packages that have been carried into the homes of prospective users.

In our scheme for Fab promotion another advertising specialty has played a most important part. This one has a consumer appeal, and is a tape measure, forty-eight inches long, self-winding, contained in a neat celluloid cover bearing an illustration of the Fab package. We tried this out in a small way at first and found that it had real value as a business getter. Now we have contracted for the total output of a number of factories, and they are hard pressed to supply the demand.

This tape measure is distributed in three ways: first, as a gift. The woman who pays twenty-five dollars for a silk blouse wants to know how to wash it safely. She asks the shop girl. That girl must be taught to answer "Fab" to all such questions. The tape measure is a reminder, and a useful one. Second, the tape measure is given to the consumer as an inducement to purchase. A Fab tape measure offered with the sale of Fab has made, and is making, three packages of Fab sell where only one sold before. Third, the use of it as a premium. Our direct-consumer advertising offers to mail a tape measure to those who send in a certain number of fronts from the Fab packages, and the returns are a sure indication of the consumer's appreciation of this specialty. The particular value of this method of use is that the cost of distribution is geared to the sale of the goods. The expense is incurred only after the consumer has bought and paid for and consumed your product.

#### BUYING WALL SPACE WITH CALENDARS

BY WILLIAM H. SEELY  
*The Osborne Company, Red Oak, Iowa*

BECAUSE the calendar is a necessity, it is possible for the business man, through a modest investment, to procure wall space that no amount of money could induce the owner of that space to sell. Not only does the business man command this space, but he wins the friendship and thanks of the man who hangs his calendar.

Every argument used for car cards, for billboards, and for periodicals, can be interpreted into the use of calendars for advertising with the added element of good-will and the factor of usefulness to give the advertisement long life.

Naturally there is competition for this preferred position on the walls of homes, offices, shops, and factories. So the advertiser must choose wisely to earn that space. He must insist upon good paper, clear printing, good type, and an attractive pad. An exclusive, copyrighted reproduction of an art subject on your calendar is the surest way to get it on the wall and have it live.

It has pleased all of us in the calendar business to witness the



very high tribute paid to our medium by the distinguished N. W. Ayer Agency. Year after year they have used calendars to carry their message of service to clients and prospects. With every advertising resource at their command, these folks have used calendars to tell their story. And this is true of many other agencies.

I call to mind the de-luxe private office of a big New York executive. On an easel in that office is an advertising art calendar. What other form of advertising could accomplish that result? That calendar is just one of those distributed by the Buffalo Foundry and Machine Company. President Miles of that company leaves other advertising to men employed for that purpose. He realizes, however, that his calendar must represent the quality and dignity of himself and his house and he invests the better part of one or two days of his valuable time in the selection of his calendar. He earns the wall space.

President Smith of the New York Central Lines gives time and thought to the calendar his great company uses because experience has shown him and his associates how much power this friendly advertising wields. Look through the files of the New York Central Lines and read the letters from hundreds who received their calendar last January. Then go over and watch the Twentieth Century Limited pull out in three or more sections.

There is no waste circulation in a properly chosen, exclusive calendar. You hit your target with every one, and because you are using something that is both beautiful and useful, your calendars stay put.

I have mentioned a few national corporations, and I wish I could carry you out into the thousands of places of business in smaller cities and towns where local concerns are prospering, with advertising calendars practically their only publicity. I would like to have you visualize our great business as we who are engaged in it, see it.

We could tell you of the many banks, mercantile and other institutions, that have grown up with us—we have been consulted on their general problems, watched them go from infancy to big success. Often these splendid successes, not interesting to the agency during their period of struggle, attract the attention of

an "advertising expert" when they have made money. He tells them all the mysteries he has solved and for a fee shows them how to get along without calendars. Of course, all agencies are not like this.

I am not attacking agencies in general but giving actual facts about the ignorance of some advertising men. We watch some of these old friends put out to sea with a new advertising pilot much as a father watches his son go forth to spend the profits he has helped to build. There is some sadness, a little amusement in it for us. Comparatively few of these experiences come to us but there are enough of them to make us feel that there is woeful need among advertising advisers of education as to the value of calendars.

In my years in our business I've seen wonderful development. We believe that the growth of high-grade calendar advertising in the last ten or twelve years exceeds 200 per cent. But the growth has not been just a matter of tonnage. We have developed in our own company (and the same thing is true of others) into a service bureau with thousands of clients for whom we do specialized advertising work. Our business is operated to create advertising that will reach the hearts and homes of folks.

Pictures, copy, arrangement, distribution plans letters—all these are elements in our service. We found the other day that we had in our files advertising copy campaigns especially prepared for customers in almost four hundred lines of business. And it's mighty good copy. We will place it against the product of any group of copy writers in North America.

I know that much of what I have said deals with the experience of myself and my company more than may be considered ethical, but, like most salesmen, my mind is more anecdotal than analytical and I know no other way to tell my story.

We of the calendar business can feel with our thousands of keen-minded, discriminating customers that we are doing something more than merely making a living. We are sending fine-art reproductions into homes that never would get them otherwise. We are developing through our customers the love of the beautiful. We are enabling business men to reach human hearts.



## THE SPECIALTY APPEAL TO INSTINCT

BY CHARLES HENRY MACKINTOSH  
*Mackintosh Advertising-Selling Service, Chicago*

APPEAL to reason in your advertising and you appeal to about 4 per cent. of the human race. Appeal to instinct and you touch everyone from the Australian aborigine to the most highly developed product of twentieth-century civilization. We all have the "gimmies," and whoever wants us as customers can get us through our "gimmies."

Specialty advertising doubtless won its first victory when Attaboy, a diplomatic cave man, presented Woof-woof, the father of Chew-chew, with a huge leg of venison over which were laid two chewed thongs, thus winning Woof-woof's parental blessing and Chew-chew's hand in marriage, instead of the broken skull that marked the demise of his rival who had tried the old approved method of dragging Chew-chew home by the hair.

Instincts are made of race experience, so when we appeal to instinct, such an instinct, for example, as the use of gifts to precede or carry a message, we are appealing to something the roots of which go back for a hundred thousand years. That is better, is it not, than appealing to the faculty for reading, for instance? Reading has been popular only for about a century, and now it is going out again under the competition of the silver screen!

Why did the old-time drummer always carry a pocketful of good cigars? Why does a modern politician do practically the same thing? The old-time salesman and the small-town politician both instinctively realized that there is no appeal so powerful as the appeal to instinct, and that the most powerful, probably, of all human instincts is the "gimme" instinct.

When we want to lead people to our way of thinking, we must first find out how they think, so that our minds may meet. One must meet a young lady before one can lead her to the movies, and one must meet a mind before one can lead it to a purchase. Not only does specialty advertising appeal directly to the "gimme" instinct, but also it may be made to carry the sales-

message in the gift. For example, when it was announced that I was to speak upon this subject here I was made the recipient of an amazing collection of specialties. There was a signature blotter, or signature dryer, in brown and dark green plaited leather, advertising a dry cleaner, and a desk calendar of the same material advertising a bank.

There was also an attractive bill-fold among them, from another bank, with little leather flaps to separate the fives, tens, and twenties. I had no use for it with all those divisions, so my office boy borrowed it. He has since applied for a small raise so as to be able to use it in the manner in which the advertiser intended it to be used. Then there was a little leather-bound book entitled "Blossom Time" which advertised something for the better sex, and opened upon a mirror and powder puff. My secretary has that.

These sample specialties have proved their reasons for being, because the function of a specialty is to win preferred advertising space by appealing to the "gimme" instinct; and that's exactly what those samples did in the case of myself and my office employees.

## A DIRECT ROUTE TO GOOD-WILL

BY L. L. JOSEPH  
*President, Advertising Specialty Association*

MORE than 2,000 samples of 135 different articles used in various ways for specialty or personal appeal advertising are displayed in the advertising specialty exhibits.

These articles are made from paper, celluloid, cloth, leather, wood, and metal, and are representative of an industry having an invested capital of over one hundred million dollars and a sales record of one hundred and seventy-five million dollars for the year 1922. I am quoting only the United States, as some of our manufacturers have branches in foreign countries.

You will find in this display, which is part of our educational campaign in connection with our film that is being shown, articles adaptable to any business or profession, which by judicious use will eliminate waste and guarantee you 100 per cent. circulation.



Our products form one of the most direct routes to good-will building, as has been proved by their use by some of the largest national advertisers. Just a few being: Colgate, Coca Cola, Campbell, Calumet Baking Powder, International Shoe, Hole-proof Hosiery, Johnson's Candy, Washburn-Crosby, Swift's, and others.

I believe that I can truthfully state that you will find at least one or more articles in this exhibit that can properly be applied to any advertising problem, no matter how large or small the appropriation for it may be.

Advertising specialties have been introduced and are being sold by American manufacturers in sixty-five different countries of the world, and the stamp "Made in America" is now looked for by all foreign countries which for many years have held an undeserved reputation for originality and low-cost production.

## XVII

## THE IMPORTANCE OF THE THEATER-PROGRAM AUDIENCE

*Basic changes in domestic life make theater program an effective medium—How the program serves toward assuring the reading of advertisements*

## ADVERTISING IN THEATER PROGRAMS

BY E. E. BRUGH

*President, National Association Theater Program Publishers*

**F**EW manufacturers or distributors who use national advertising media only give their sales representatives in metropolitan centers as much advertising support as they give to those in rural communities. Circulation of national magazines is anywhere from two to five to one in favor of the small towns and farm communities.

In large cities, such as Chicago, the high prices of property, transportation facilities, and scarcity of domestic help are instrumental in making dwellings impractical and the people for most part live in apartments and hotels, and each year they get further and further from domestic life as we have always recognized it. Their evening amusement and entertainment are derived from dancing, motoring, the movies, and most important of all the legitimate theaters, which in Chicago alone attract more than 8,000,000 people annually. And it is impossible to cover the Chicago market in the local newspapers unless you do use all of them.

Theater-program advertising covers a certain, definite market in the large cities, of consumers of high-class merchandise, reaching people who make permanent, profitable patrons for any merchant. This doesn't mean, of course, that the people of lesser means whom you can reach through the news-



papers should not be advertised to. On the contrary, advertise to as many people as you can, but the influential people with ample financial means to purchase anything they desire should be given first consideration in your advertising effort.

The value of theater programs as an advertising medium is best demonstrated by the fact that many national and local advertisers have used them for years with no little success in building prestige and worth-while clientele for their products, and they should have first consideration as a tie-up with the magazine and newspaper campaigns in every large market.

No publisher can do more than furnish so many units of white space and guarantee that it will be distributed to so many thousands of people at a certain price per thousand circulation. In this respect theater programs are by far the least costly per thousand people reached of any other known advertising medium.

The reader-attention value of the theater program is perhaps on a par with other media, for as a matter of fact no one buys a newspaper, magazine, or any other medium in which advertising appears, solely for the purpose of reading the advertising. Magazines are usually purchased for the stories and the general information they contain; the advertising is incidental and is read as one passes through the various pages seeking or continuing the stories or whatever information the reader is particularly interested in.

Newspapers are purchased primarily for the general news they contain, by some for the editorial content, stock-market reports, continued stories, want ads, and by many of the younger readers merely for the cartoons.

In the theater there are from thirty to forty minutes before the curtain rises and between the acts in which there is nothing else to do but look at the program. It is just as though you were reading an absorbing story and found yourself at the "To be continued" place with nothing to do for ten or fifteen minutes except to read the advertising, and it's human nature to avail yourself of the opportunity for enlightenment.

Of double importance is the advertising in theater programs, for usually the theater is attended in groups of friends or neighbors, which affords the opportunity of mouth-to-mouth publicity regarding your advertising or its subject, which after all is the most valuable of all advertising.

## XVIII

## THE WOMAN'S RISE IN ADVERTISING

*Definite standards of membership essential if women's clubs are to be truly representative of their ambition—How home psychology presents special opportunities for the advertising woman—Importance of developing the impersonal viewpoint in business.*

## STANDARDIZING MEMBERSHIP IN THE WOMEN'S CLUBS

BY ELIZABETH V. MAGUIRE  
Chairman, Women's Conference, A. A. C. of W.

TO THE advertising women of America I address a plea. You are custodians of a cause, of a profession, and it is your sacred duty to keep that profession free from those that claim it as a profession without right. In other words, you must decide on the credentials of the aspirant of advertising clubs. Let no ambition for membership misguide or sway you. Let quality rather than numbers be your goal.

The danger, the menace of disobedience to this is far-reaching, even to the delegates of the conference, to the election of your woman representative on the National Board. This surely is the work of advertising women who are engaged in the creative work, not merely women who work in the atmosphere of advertising, adhering to the leadership of some advertising man or woman. She must herself be the active unit of buying, selling, uniting, or producing, in the big content of those terms. We must obey the spirit of this or other standards that you may see fit to lay down to-day, in the description of the woman in advertising—a woman who in multiple will form the membership of your advertising clubs.



## RAISING THE STANDARDS OF MEMBERSHIP

BY MARY CROWLEY

*Manager, John Budd Company, Chicago*

It is a universal truth that any effort to advocate a standardization elevation is met with reproach on all sides, and considered by many to be but the intolerable tyranny of a vicious discrimination. Those who dare to voice their approval are usually regarded with contempt as pernicious, persecuting autocrats; inspired only by the selfish satisfaction of excluding ranking inferiors.

But the standard of an organization is measured by the individuals who compose it. If, then, a standard is too low is it not due to the fact that the individuals themselves are lacking? Or to put it another way: if we seek to elevate our standard, must we not admit our own inability to measure up to what the standard should be? Absolutely! And though it may greatly embarrass us, we must admit it notwithstanding the great respect we all rightly have for our particular selves and our abilities. Fortunately, however, our pride need not suffer. What appears at first blush to be a sad reflection upon us as individuals is in reality no reflection at all, for the reason that a standardization elevation admits of a varied classification and we, here, are interested in only one phase of it.

We are animated by a desire to reach that pinnacle of exclusiveness that would be indicative of the high status that the members of our organization have attained in their particular sphere of business activity. Achievement is the measure of membership.

## THE WOMAN'S PLACE IN ADVERTISING

BY MRS. GEORGE HORACE LORIMER

NO MAN can possibly know as well the psychology of the house as the one who buys the supplies and clothes for the family, and who has oftener than not a deciding voice in the purchase of

the automobile, the house furnishings, and even the house itself.

For this reason women are particularly well fitted for certain branches of work in the advertising field, and more and more they are making their experience and their influence felt there.

In advertising as in politics women are newcomers and students, but they are rapidly demonstrating that political and business wisdom are not the sole prerogatives of men.

Women as a class have many-tracked terminal facilities, but they run on a single track until they reach their objective. Nothing diverted them from their purpose until they gained suffrage; nothing will divert them from their purpose to get better government, and in an advertising campaign nothing will finally stand between them and the market for the product that they have started out to sell. Their single track leads to success and only then branches into the many sidings of that terminal.

## THE DEMOCRACY OF ADVERTISING

BY JANE J. MARTIN

*Eastern Manager, Carpenter and Company, New York*

ADVERTISING is the most democratic as well as the most human of businesses; in other words, a large human understanding of the people. When you understand people you excuse their weaknesses; you magnify their goodness; you tolerate their faults and rejoice in their success. In short, we must love them as ourselves. That is the Golden Rule; of course, we never do. We always put ourselves first just a little bit, and I suppose that that is the human thing and the other superhuman.

We must get the masculine point of view about business. An impersonal, unprejudiced one, but at the same time we must not allow ourselves to become unhuman. Humanity is just as necessary as any other attribute of a good business man or woman. You all know how little respect we have for a man who is a rubber stamp. Do not be so impersonal that you cannot be human. We cannot build up our own success by pulling someone else's down.



## THE CASE OF THE AMERICAN INDIAN

BY CHIEF STRONG-WOLF

THERE have been in this country thirty thousand volumes written in regard to the original American Indian, but out of those thirty thousand volumes there are really very few that are what can be called authentic in regard to the history of this race. We have been pictured as savages and barbarians, when all we did was to defend our homes as anybody else would have done. When I look around and see your officers of the law patrolling their beats to prevent someone from breaking into houses and stealing I think that if we were barbarians we have a lot of brothers.

Indians to-day have no real liberty. They are forced to lease their pasture lands to cattle-men at twenty-five cents a head while their white neighbors get one dollar and twenty-five cents a head.

If sentiment and charity are religious perfection, America undoubtedly has it. But do not forget to look out for your own people. If we cannot get justice from you we will never get it anywhere. This is my native land, my own, my own native land! That is the way we feel about our country. Here is where we are going to live and going to die. From time immemorial have men depended upon women to help them out of their difficulties, and women arrive at the solution instinctively or else by intuition of what is right and wrong, and it is falling to the American woman to help see that we get justice. We Indians belong to you and have to depend upon you for our very existence. If we do not get justice from you, we cannot hope to get justice anywhere else. I only hope and trust that if the time ever comes your way to stand behind us in the power of justice to see that we get our rights, you will support our cause.

## XIX

## TRAINING THE ADVERTISING MAN OF TO-MORROW

*The university-guided course of study vs. the school of experience—Methods by which the Wharton School insures sound advertising foundation—Juvenile market beyond calculation in importance to the advertiser of branded products—Important side-lights on educational work developed at Convention conferences.*

## TRAINING ADVERTISING MEN IN UNIVERSITIES

BY GEORGE BURTON HOTCHKISS

*Department of Advertising and Marketing, New York University, New York*

UNIVERSITIES are not only ready, but eager to provide instruction in advertising and its related fields. Advancement in the past ten years has been rapid. It would have been even more rapid, perhaps, if anybody had had a clear understanding of what sort of university training is most helpful to the man who expects to enter advertising.

Advertising men themselves are as much in the dark as are educators. Certainly they have given few signs of choosing men on the basis of their training. Their selection of employees is based almost entirely on the personality of the individual candidate and his practical experience, if any, and very little upon the form of training he has received. One agency executive says he likes to take a college man who has won a place on his college humorous publication. Nearly all others, whether they admit it or not, would be inclined to give preference to a man who has either won a place on a college publication or has achieved some sort of temporary eminence by virtue of athletics or some other of the usual college stepping stones to fame. This condition is likely to exist until the advertising



executive gets tired of spending so much of his money and time in apprenticeship training in his shop and until the trained man, even of inferior personality, shows that he is fittest to survive. Both things, I believe, are happening, slowly but surely.

The older universities of the East, like Yale, Harvard, and Princeton, give least attention to courses in this field. In some of them it is not possible to get even a general course in marketing, without which I believe no man's education is complete, and without which he certainly has no right to enter the field of business or politics.

It is possible to make out a very respectable case for the traditional college course as compared with the technical or vocational course, as preparation for business. It may be argued that mental training is the essential thing and that a man might better wait for experience to teach him what he needs to know about his job after he gets the job.

Others hold that the general mental training of the four-year college course comes first, and that the student can add to this one or two years of graduate work in a special field of business after he has decided what he wants to do. The chief objection to the former alternative is that it is too slow and wasteful. The second, that it defers entrance into business too late.

Many of the state universities combine cultural and vocational work in differing proportions, with usually the equivalent of two years of vocational work in business as the maximum. This enables a man to be given some traditional cultural training and some advance knowledge of the sort of problems he will meet in business and the principles that are most helpful in solving them.

Another form of training is the strictly vocational training covering three or four years and paralleling the methods of technical and scientific schools. This is the method followed in some schools of Journalism and in our own School of Commerce, Accounts, and Finance. Here a man has to take certain courses in Economics, Finance, Accounting, Commercial Law, and the like, and may then specialize in any one of a number of business fields. If he decides to specialize in advertising and marketing, he has a choice among thirty-eight semester courses—though it is rarely possible or desirable for any man to take them all.

Naturally we have tended to develop along the lines of de-

mand. What students engaged in the practical work of advertising asked us to give we gave, and as they demanded more courses, we offered these also. Our advertising courses, I may say, were originally developed by the Advertising Men's League of New York (now the New York Advertising Club). They reflected the demands of the members.

At New York University we give also three other forms of training for advertising. Our Washington Square College by arrangement with the School of Commerce offers a combined cultural vocational course similar to that of the western state universities. Our University College at the Heights offers the traditional college course with the possibility of some advertising courses in the final year. We have also our Graduate School of Business Administration, open only to college graduates, in which the separate courses designed for the college man are offered by the Department of Advertising and Marketing.

There are 558 registered colleges and universities in the United States. Of these, 122 now give at least some course in advertising, and there seems no reason to suppose that the standard in these courses is below that of correspondence schools teaching advertising. Therefore, there seems no valid reason why a man taking a college course should wait until it is completed before beginning his study of advertising.

#### THE NEED FOR COLLEGE COURSES IN ADVERTISING

BY PAUL T. CHERINGTON

*J. Walter Thompson Company, New York*

SCHOOLS of college grade for business training are the newest development in American education, and it is still too early to judge them adequately. However, their justification is not going to rest on their ability to produce men as well equipped, relatively, as the products of schools of engineering, medicine, or law. They are to be judged, instead, by their ability to produce men fitted for real leadership in business, in competition with the far greater number who have come up through the highly effective process of combined training and elimination offered by business itself.

What I have to say may be summed up in the words of the



proverb: "Wisdom resteth in the heart of him that hath understanding." In other words, the thought I want to put before you is the idea that no matter how complete it may look in the catalog, any course or group of courses is a failure unless it gives the men who take it command over the processes of their minds and makes thinkers of them.

Macaulay once said: "If a man brings away from Cambridge self-knowledge, accuracy of mind, and habits of strong intellectual exertion, he has got the best the college can give him." The late R. F. Hoxie expressed the thought from the teacher's angle when he said: "The main reason for teaching, to me, is to open the students' minds to the possibility of questioning the fundamentals of current thinking. I want to turn out men who cannot be led naively by current judgments but who will subject these judgments to tests based on the validity of their underlying assumptions; in short, socially sophisticated, thinking men."

But perhaps the most frequently quoted definition of an educated man is that of Thomas Huxley:

That man, I think, has a liberal education who has been so trained in youth that his body is a ready servant of his will, and does with ease and pleasure all the work that as a mechanism it is capable of; whose intellect is a clear, cold, majestic engine with all its parts of equal strength and in smooth working order; ready like a steam engine to be turned to any kind of work, to spin the gossamer as well as forge the anchors of the mind; whose mind is stored with a knowledge of the great and fundamental truths of nature and of the laws of her operations; one who, no stunted ascetic, is full of life and fire, but whose passions are trained to come to heel by a vigorous will, the servant of a tender conscience; who has learned to love all beauty, whether of nature or of art; to hate all vileness, and to respect all others as himself.

The rounded course for training for advertising should be one not aimed to give students mere technical facility, but one designed to help them make of their minds thinking engines under perfect control, able to attack advertising problems constructively. The actual content of the courses is always secondary to this prime requisite.

Advertising must look ahead forty years in training advertising men for future positions of value and leadership. A generation ago, the small size of most businesses made it possible for a man to get training for leadership while he was

doing the day's work. But with increased scale of operation and larger emphasis on specialization it has become more difficult for a young man to do his day's work creditably and still keep that breadth of vision and that soundness of judgment which are indispensable for successful management of modern types of business affairs.

Some of the future leaders in advertising are now coming up through the ranks; others are training for leadership in schools or colleges, still others are combining the grilling of specialized routine with the broadening help of night study or of business training courses pursued in fragments of spare time.

#### HOW THE WHARTON SCHOOL TEACHES ADVERTISING

BY HERBERT W. HESS  
*University of Pennsylvania*

EXTENSION activities of the Wharton School, University of Pennsylvania, having direct influence in the field of advertising, might be said to embrace five different kinds of activity, classifiable under the more general heading, "Extension Activities." It will be observed in passing that the organization of the extension movement is not motivated by any one group of subjects. The larger aim of our extension training, as indicated, is to teach the student the fundamental principles found in the five fields of production: distribution, finance, accounting, transportation, and insurance. It so happens, however, that our extra-mural extension courses list advertising as the subject representative of distribution. Our various advertising extension efforts are classified and described as follows:

First, we have what is known as Wharton School Extension Evening Courses, in Wilkes-Barre, Harrisburg, Reading, and Scranton, in which there is an approximate enrollment of 2,200 students to-day. These students are required to take a three-years' prescribed course. Advertising is a distinct two-hour-a-week lecture and "quiz" course given in the third year.

Graduates of the Extension School thus have a combined knowledge of Accounting, Business Law, Commerce, Transportation, Economics, Finance, Geography, Insurance, and Advertising. A regular lecturer of the Merchandising Depart-



ment visits each city alternate weeks throughout the school year of thirty weeks. A so-called "quiz" instructor supplements the work of the regular lecturer the intervening weeks. "Quiz" classes consist in a discussion and application of the problems presented by the lecturer the previous week.

A second classification of our Wharton School efforts, extensive and yet more local in nature, is our regular Philadelphia Wharton Evening School courses in Advertising, Salesmanship, Business Correspondence, and a newly organized Merchandising course.

Students taking these courses represent two classes: those who are taking one or two courses because they wish to specialize in some phase of selling, and those who take it as an elective but part of their general business training. These classes are also open both to men and women. Our total Wharton Evening School enrollment this past year was 1,364 students. Ninety were enrolled in the Advertising section of the Philadelphia school, one hundred and eight in Salesmanship, and one hundred and sixty in Business Correspondence, making a total of four hundred and thirty in the entire Merchandising Department of that school.

Third, the Wharton Day School this last year began the organization of a series of advertising lectures to be given annually before the senior class of the Philadelphia College of Pharmacy. The lectures this past year were given before some three hundred students. This extra-mural work done for other institutions seems to me rightly classifiable as extension work.

A fourth extension activity now developing is found in the instance of a faculty member of the Merchandising Department assisting in the organization of an evening advertising class at Lehigh University, Bethlehem, Pa. He also taught the class throughout the school year and is to continue the work this coming year. Thirty-five students were enrolled. This phase of work shows the larger influence of a university beginning to reach out into the state toward other institutions than our own. Other cities in Pennsylvania than those in which we now have extension schools are beginning to ask for instruction.

The Wharton School may be said to have still another influence indirectly related to the extension activities. For the past two years seniors in the Wharton Day School have or-

ganized and conducted advertising classes in our evening high schools. It is felt that these young men were able to sustain interest and to encourage many toward greater efficiency.

Those of us in close contact with students taking courses related to selling, which includes advertising, have conviction of the far-reaching consequences of the instruction given. From the individual point of view, as the result of a thorough study of the principles presented, many students begin to find themselves. Concrete application of the principles taught often reveals to the student talent and ability not previously suspected. Another type of student is of the "self-made" class, whose mind is beginning to demand knowledge as well as experience. In each class is an additional type of student who has been in some other kind of business, and who suddenly comes to feel that he has at last found his real niche in some aspect of merchandising.

But by far the most important and far-reaching effectiveness of these various extension efforts has been the establishment of a business vocabulary in selling, the terms of which are understood and used in the same sense by thousands of young men and women throughout the State of Pennsylvania.

As these young men grow into places of power and influence, the concepts obtained in their advertising classes begin to prevail in the solution of selling administrative problems. Furthermore, we have instances of the coöperation of young men in different cities in analyzing and defining territory for advertising campaigns. Young men are constantly writing to the Merchandising Department for a solution to their problems. In many instances we find ourselves a clearing house in bringing together the right people in the right place. As already intimated, a common vocabulary and a common understanding of the economics of advertising must inevitably reflect itself in better business relations throughout the state. Each year fifteen hundred men scattered throughout the state, including our regular university men, certainly constitute a power to be reckoned with as we think of future advertising effectiveness.

To be most serviceable to the coming generation our present general and impressionistic conception of advertising must be extended to the more general term "merchandising." Merchandising as a process should include advertising and sales-



manship as economic activities furthering sales policies. Having been one of the pioneers in the organization of advertising classes for over fifteen years, I have myself been a part of an evolutionary process making me conscious of the necessity of more specialization in distribution.

Those of us in this field would do well to discriminate between commercial organization and productive organization. Merchandising as a dynamic conception of selling should convey a different idea than marketing. The humanistic sciences with their new concepts make possible the surcharging of our entire economic system with ideas new and insistent of purpose. This larger concept "merchandising" would seem to me to be the entrance wedge into the present curriculum which now tends to favor production, transportation, and accounting, more than those correlated sciences and subjects which relate to the establishment of a technique opening potential markets. Indeed, I do not hesitate to predict that some here will live to see the day when a university will be organized and established whose motivating technique will be immediately related to the science and art of distribution.

I inject this prophetic idea into the stream of extension school analysis simply to call attention to the fact that as we pass from the influences of production to the new technique of distribution, a greater group of correlated subjects, scientific and philosophical in nature, needs to be taught all future advertising men. Our newer types should be not so impressionistic, as statistical, scientifically humanistic, and fundamentally economic.

Those of us interested in the education of the rising generation should be prepared to act at the psychological moment in insisting that educational effort applied to distribution be allowed to come to as complete fruition as that applied to production, accounting, and finance. The test of our efforts to get across correlated subjects related to distribution will be our ability to have extension courses further grouped with respect to careers in merchandising. Why should we not have a certified advertising expert as well as a Certified Public Accountant? Such are, as I see them, the future implications of education suggested in our analysis of present University Extension School activities.

## TWO REASONS FOR ADVERTISING TO CHILDREN

BY PAUL C. HUNTER

*President, Educational Advertising Company, New York*

Two distinct reasons present themselves for advertising to children. One is that you make customers of them to-day. They buy small articles for themselves from their pocket allowance and from their small earnings and they buy for their families and the families downstairs and next door practically everything the corner delicatessen, grocery, and drug stores sell. If you want proof of this go into any of these stores in the small cities of the country and in or near residential neighborhoods in the larger cities. You'll see young Johnny and his sophisticated sister Mary march in with all the decorum of "experienced age" and buy—buy everything from soup to razor blades.

Unless the 25,000,000 children of school age in America have been influenced by advertising to insist on "Ivory Soap" instead of just "soap" or "Ward's Bread" instead of just "bread" the sales that these 25,000,000 children represent will, when it comes to the point of sale, be at the mercy of the clerk behind the counter.

Then there is reason number two, just as important as the other. These 25,000,000 children are at the impressionable, the learning, age. They are learning to read—to figure—the girls to cook and to sew. They are forming their likes and dislikes; their favoritisms and prejudices for this kind of food or that particular brand of silk hose. First friendships and first impressions last the longest. Establishing a friendship for your product with these children at this beginning of their lives will mean lifelong customers.

A recent article in the *Chicago Tribune* by Dr. Evans says:

The chief business of a child is to grow and to learn things. At these two trades the young one works harder and succeeds better than the adult does with his job. An adult does not learn one fifteenth as much in a year.

Advertisers of experience and long-tested principles are coming more and more to appreciate the tremendous advantages to



be gained by establishing their names—their trademarks and their products in the minds of children.

The Beech-Nut Packing Company say in a recent letter addressed to the writer:

We have always been rather consistent in advertising to the youth of the country. It is our belief that if the growing boys and girls can be taught to eat Beech-Nut Pure Foods they will be greatly benefited thereby, and, as a result, will remain customers of ours during the remainder of life.

In a booklet recently published by the United States Rubber Company entitled "The Story of Keds Advertising," the following appears:

We told you last year about our advertising in School Books. We shall continue to buy all the advertising space in school books that our appropriation will permit. This is good advertising.

The juvenile market is important, too important to be sidetracked or overlooked. If you do sidetrack or overlook it you will lose it—not only for the present, but in a large degree you will lose it when it is no longer the juvenile market. If you are not awake to the value and possibilities of this quarter of our population, your competitors are. They are devoting consideration and money to juveniles and they are growing with the market just as fast as the market itself is growing. They will get the cash and the influence of the 25,000,000 boys and girls to-day and their favor and friendship and patronage and cash ten years hence.

#### SELLING ON THE COLLEGE CAMPUS

BY MORTON S. RUTSKY

*President, Collegiate Special Advertising Agency, New York*

RETAILERS who contemplate selling to the student market must cater to the ideas and prejudices of the students, who often refuse to trade with local merchants because the merchants will not give them what they want.

From the time a student arises until he goes to bed almost every activity is subject to some form of college merchandising

and college paper advertising. For example, having been up late the night before, an alarm clock is necessary to arouse the slumbering student. Which alarm clock is used? A hasty breakfast is necessary. Cocoa, instantaneous coffee, cereals, canned milk, crackers, and the like are kept in the room. Whose products are they? Clothing so hastily donned has been purchased from whom? On his way to class it frequently is necessary to rush into the Student Supply Store and obtain some article necessary. How does the merchandise get into this student store? The books used in the class room: are they furnished by the University or does the student purchase them himself? His luncheon; is it taken at the Commons, at his Fraternity or Eating Club or does he patronize cafeterias and drug stores? What is the merchandise connection between the food that he eats and the advertising in the college paper? In the afternoon he may report for practice to one of the many coaches. Who supplies the sporting goods? His afternoon soft drink; the cigarettes he smokes; the candy he eats; all are purchased from known student buying places.

A Yale man, living in Texas, told me that he would not buy so much as a collar till he reached New Haven; he preferred to see what the other Yale men were wearing. A California senior, living in San Diego, said that just before returning home for vacation he always bought a suit in Berkeley or Frisco to show his friends at home how the boys dressed at college. Coming and going the college town gets the student trade. A freshman will, it is true, often go to college pretty well stocked up, but observe this same freshman a few months later. No longer is there anything to distinguish him from his mates.

To say that students buy their clothing in college towns does not necessarily mean that all their trade goes to in-town dealers. It does not. The local men have in many towns failed to give the students the merchandise they want at prices they can afford to pay. Metropolitan stores by holding sales at advantageous places in college towns now get a large amount of business the local merchants claim belongs to them.

The sound merchandise principle of catering to the student trade is scrupulously followed by the out-of-town stores. Catering seems too mild a word when taking into consideration the efforts made. The student is coaxed, coddled, cajoled, flattered,



until he thinks the entire future of the store depends on his pleasure. So effective are the exhibits, so successful are they in building good-will as to make it not an unusual incident for a student to telegraph for a necktie he admired at the exhibit but just didn't have courage enough to buy at the time.

Nor is the demand that merchandise offered for student consumption shall meet all requirements, confined to the students themselves. Frequently an instructor in charge of a particular branch of work will have predetermined ideas as to what constitutes suitable apparel. This is particularly true in all forms of sport and physical culture activity. A leading Philadelphia manufacturer who specializes in athletic shoes is authority for the statement that in different localities the Gym teachers require Gym shoes and ballet slippers of varying specifications. A shoe acceptable to the athletic instructor in Philadelphia might not at all be the shoe wanted in New York and Chicago. Similarly, bloomers, middy blouses, football and baseball apparel as a general rule must meet with the approval of those in charge of the particular sport for which the garment is designed before the local dealers will display much interest in the merchandise.

It is useless to try and combat student preferences or prejudices. Campaigns to be successful must be based on accurate knowledge of the market. While this is true of all campaigns, nevertheless, the peculiar nature of student life makes it even more important to get your facts before going ahead.

Once a manufacturer of a logical product plans his campaign intelligently there is no reason at all why he can't increase his sales in college towns. It is a market that must be watched carefully, catered to, and persistently cultivated.

#### REACHING TO-MORROW'S MARKET THROUGH TO-DAY'S TEACHER

BY N. GUY WILSON

*Advertising Manager, Educational Publishing Co., Chicago*

ADVERTISERS whose business depends upon the future must look to the teachers of our public schools. It is the business of these teachers to impart ideals to the mind of the child at its most susceptible stage. Thanks to modern education teaching to-day includes matters of practical use and swings the gateway

to the child mind wide open for the entrance of the advertising message.

The old saying, "Build your house upon a rock" is good advice. To-day we build houses on Portland cement made up of tiny particles of rock. To you men individual children are the tiny particles which must form the foundation for future sales. And you must approach this foundation through the teacher who does so much to form it.

Teachers are watched all day long by school children. The habits of the best of them are copied and their thought absorbed by these little buyers.

Teachers are leaders in their communities. Not only the children but the adults know how they dress, what they do in their spare time, and even what they eat. And the teacher is human. She eats, sleeps, wears clothing which is becoming to her, and shoes scientifically made, travels, studies, and plays as others do.

Therefore a threefold reason for advertising to teachers exists: they themselves form a large consuming and critical public; through them, as leaders of their communities, advertising reaches the public mind in general; and last, and most important of all, they form the greatest single influence in the lives of the buyers of to-morrow.



## XX

### NEW SALES PROBLEMS REQUIRE BETTER SALES METHODS

*The economic error in a constant urge for more production and more sales—Manufacturer should regard advertising solely as one form of sales effort, neither attributing magic qualities to advertising nor regarding a public appeal with intolerance—Three changes to consider when the market is over-crowded.*

#### THE 1923 MODEL SALES MACHINE

BY HARRY R. WELLMAN

*Professor of Marketing, Amos Tuck School, Hanover, N. H.*

IN SALES, we are just suffering the specialist period. Possibly these newer experts are a little more clever in their selection of titles, but other than that they seem to be almost a reincarnation of our old friend, the efficiency engineer. Sales will of necessity have to endure them for a little longer and then they, too, will pass on or lie dormant until some other crying need hits the business world. However, in spite of this unfortunate condition, it is fair to say that sales departments generally have accepted certain principles of management and are now beginning to apply them. It seems to be evident that scheduled sales and scheduled production make profits. It seems also to be an accepted fact that neither department can operate at a profit by itself.

While the results of this type of planning are not as apparent as they should be, nevertheless the start has been made, and it seems reasonable to assume that the same development will characterize sales planning as has already characterized scientific planning and management.

With the acceptance of the general theory of scientific plan-

ning in the sales department, we at once encounter a new problem which, while it may not appear as important at the moment, nevertheless will be of increasing importance as the years go by. Picture, if you will, all of the manufacturing plants in this country manufacturing on the same high-grade, planned production level. Assume, then, that sales planning has made the same advances. Just how will this situation affect the general business of this country? If you think this picture is too far in the future, consider to-day's situation when you have four chain stores each operated scientifically, competing on the four corners of a city square! It is generally admitted, too, that mail-order costs have been worked out scientifically and that they are efficient units. Besides the two great competing mail-order houses there are to-day over three hundred substantial mail-order concerns. It does not seem unreasonable in the light of these more recent developments to assume that it will not be very long before we may reasonably expect intense competition between well-organized and scientifically operated units of distribution.

With this increasing efficiency in production and distribution it might be well to make a hasty market analysis in an endeavor to forecast the possible additional consumption for this new output. The war left us a world shortage of fifteen million men. Our immigration has turned to emigration and has shown a net loss in numbers for more than a year. The percentage of increase in population not only has not been maintained, but has fallen behind. We find the average increase in manufacturing capacity around 30 per cent. We reach a point then where it becomes apparent that science will not alone solve the problem of distribution.

Ever since the war we have heard discussions regarding over-production. Many of our sales managers have taken the point of view as have our economists, that over-production or saturation was impossible. Those of us who have warned against what we were pleased to call saturation have received very little consideration. Nevertheless, while saturation may not be possible from the economic point of view, it is quite possible and is very much in evidence in certain lines from the business point of view. With all of this warning, however, we have had the constant urge for more production and more sales. This has



come from the banking group. Broadly speaking again, the banks had very large investments as a result of unwise war expansion and more unwise after-war expansion. Disregarding the facts in the case, they have tried to keep up production and keep up sales.

When we analyze the effects of this type of forced selling, the first thing that comes to our attention is the deadly effect it is having on the retailer. To-day, any druggist and most specialty shops can have the following things done to help them sell goods: national advertising, newspaper advertising, window displays, car cards, movie slides, folders, and booklets. These we may define as "direct sales helps." The indirect sales helps are legion. Starting with fixtures and painting, they proceed through merchandising charts, sales contests for clerks, accounting systems for stores, model store layouts to printed turnover tables and personal letters to the wives of the merchants and salesmen! Why should the retailer bother to sell goods? Why should he even attempt to be a personal merchant? Everything is done for him. His initiative is gone, his store becomes simply the last stopping place for whatever merchandise is being pushed at the moment. When we find costs of distributing a dollar's worth of commodity merchandise mounting to sixty-eight cents because of these methods, we come to the conclusion that this form of paternalism ought to cease. Better by all odds the owned and operated chain store, with its resulting economies to manufacturer and public alike.

The over-production of 1922 fall and 1923 spring, will be with us until cut-price sales again clear the shelves. The sugar strike, the drop in the price of cotton goods, the slow shoe sales, the beginning of cut-price sales in April, of spring merchandise, all emphasize facts that ought not to need emphasis. We have neither the public nor the buying power for sales and production schedules based on the years 1916 to 1920. In various over-produced lines manufacturers are trying to hold the market.

It cannot be done. The one universal economic law of supply and demand cannot be artificially directed any longer. We are in the position to-day of paternalism holding the bag with finance driving. And at this moment some empty-headed politician jumps up and settles it all with "The Full Dinner Pail," entirely disregarding the fact that there are not nearly as

many dinner pails, that the food in the pail costs more, and that the public will not stand for inflated prices.

The third effect that becomes apparent is the increasing cost of advertising. Perhaps it would be better to say the increased cost of using more advertising. In the year 1923 it would seem to be impossible to sell any manufacturer any advertising unless he knew where, how, and why he was using it. Nevertheless, it is being done. Bright pictures are painted, wonderful plans are evolved, complete schedules are presented, and before he comes out of the haze, the manufacturer has signed the dotted line and another bark is headed for the Sargasso Sea of advertising hopes! This is not the fault of advertising. It is just the actual expression of the financial urge for the last \$100,000, plus a complete misunderstanding of what advertising really is and what it can reasonably be expected to accomplish. It looks like an easy way to beat out competition, to capture the market and to satisfy the retailer after he has been stocked.

Perhaps the chief reason for this continuing waste of money in advertising is the manufacturer's absolute lack of knowledge of advertising. He usually regards advertising as being nearly omnipotent, or as so much bunk. Until he regards advertising as sales effort and applies it when and as he would use regular sales effort, this waste will continue. No sane manufacturer would tie up his sales money in an unbreakable schedule. No sane manufacturer would allow other people to pay his salesmen. The only reason he handles his advertising expenditure in this way is because he has always regarded advertising as an art and since it was an art, he didn't know anything about it and didn't want to. When business is bad, he expresses his absolute faith by cutting out the advertising appropriation!

Unconsciously, perhaps, we have thrown the machine out of alignment. We have made wonderful progress in methods of production. We are making progress in sales planning. All of these improvements are worth while in themselves but are actually harmful to business generally unless the same advance or adjustment is made in finance. While sales planning is reaching the production level, finance should be brought to understand the absolute necessity of working intelligently with the other departments. In brief, it should learn merchandising. In the old days finance could estimate possibilities in terms of



plant production. To-day it must estimate probabilities in terms of sales as well as production.

If this improvement can be made, paternalism will cease. Money will not be forthcoming to endow the jobber, the retailer, and by the indirection of cut-price sales, the public. The percentage of unprofitable sales will be reduced to an irreducible minimum. Advertising wastes will be stopped at the source. Probably we would all progress faster in our use and knowledge of advertising if we abolished the very idea of an "appropriation" and figured our advertising as a real part of sales costs. When this had been done, the elimination of the yearly schedule would change advertising expenditure to sales effort to be used as needed. And while we are at it, we might as well make a clean sweep by paying the advertising agency for its exact service. In other words, pay your advertising salesman to carry out your plans and policies, to spend your money in intelligent sales effort when and as needed, just as you would reward any other salesman in your employ. Sane advertising is, in my opinion, the greatest sales weapon we have to-day. Used intelligently, it will reduce selling costs.

And so, with these fundamental adjustments and improvements in process, we come to the 1923 Model Sales Machine.

If the driver of this machine, the sales manager, finds that the field he formerly occupied is now overcrowded as a result of war and post-war expansion, he will do one or more of these things: improve his product so that it will make a new and open market; devise new uses for his product for the same purpose; or make a new product that his analysis shows is needed. If the market analysis indicates that he should do so, he will even recommend to his associates that they reduce their capitalization by liquidation until a point has been reached where profitable sales can be made or that they increase their capital and fight to the finish to eliminate this new competition.

This new sales machine must also accept the fact that when science is applied equally to all selling units, a new deadlock of competition will be reached which can be broken only by the application of something other than science. Fortunately, precedents are now established. We know by observation that of the four chain stores operating on the four corners of the square that store will get the business that adds personality,

fair dealing, and human selling stimulus to its location, equipment, and efficient management.

So, then, this new sales machine faces the necessity of creating a personality for its product among customers and prospects. This will demand skill, ingenuity, and understanding. The sales manager's slogan has now become "Sales at a Profit." He no longer has the financial leeway to buy business. Accepting as a fact that he will have to compete with units as well organized as himself, he will be forced to develop ideas. He will probably forsake the golf links and join a library. He will likely abandon the office and seek the people. He will search for the truth as it applies to his business and when he has found it, his organization will reflect it, his public will recognize it and his business will increase.

Personally, I am not sorry to see the expansion period passing. There is a dignity, a satisfaction in doing business in the old-fashioned way, that is more worth while than all the profits of our recent slam-bang period. A good product made by an honorable concern, sold on its merits by men who believe in what they are selling, purchased by a retailer who also believes in the concern and who knows that the product he is selling his customers is a good product and will perform an economic good, makes business worth while. The new sales manager will use the slide rule and the Golden Rule together. He will accept the new responsibilities gladly since he can now feel that his business foundations are secure and that he is indeed performing a necessary service for mankind.

THE END



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